Although the total volume of bottled water consumed in restaurants represents a small percentage of the beverages consumed by diners, beverage industry experts agree that restaurants have just scratched the surface with regard to water sales.

Until Perrier's American advertising blitz began to open eyes and whet thirsts in 1975, the United States was considered an undeveloped market for bottled water. But when the floodgates opened, it was like a dam bursting. Today, bottled water is the country's fastest growing beverage, and sales increases in the double digits are expected to continue through 1990.

The water is spilling over into restaurants, too. Bottled waters show the most spectacular growth among all tableservice restaurant beverages. Since 1980, the number of restaurant patrons ordering the beverage has grown more than four times, and the volume of consumption has jumped by almost 500 percent. Operators are pouring premium noncarbonated waters at the table as a point of distinction in their restaurants. And health-conscious customers are quaffing bottles of sparkling waters in lieu of soft drinks and alcoholic beverages.

Although the total volume of bottled waters consumed in restaurants represents a small percentage of the beverages consumed by diners, beverage industry experts agree that restaurants have just scratched the surface with regard to water sales. The impressive growth figures that have already surfaced are leading restaurateurs in all segments to take the plunge into profitable waters.

Untapped possibilities

In 1986 Americans consumed an average of 4.4 gallons of nonsparkling, or still, water and 0.6 gallons of sparkling water. The total of 5 gallons per person was an enormous leap from just 1.5 gallons in 1976. Per-capita consumption is expected to double by 1993.

Drinking prodigious amounts of bottled water may be a novelty for Americans, but it is nothing new to Europeans. The French and Belgians consume more than 14 gallons per head each year, and, in most European countries, a bottle of water at the table is considered almost as necessary as a knife and fork.

The expanding American bottled water market can be divided horizontally into domestics and imports and vertically into sparkling and still waters. The number of brands is mind-boggling. According to the International Bottled Water Association, the Alexandria, Virginia-based trade association for the bottled water industry, there are approximately 450 American bottling plants, which produce more than 600 different brand labels. Many of these brands are regional in origin and distribution.

There are currently more than 50 brands of imported waters, most of which are in the naturally carbonated mineral water category. Few of them are distributed nationally. Perrier, with 1986 sales of $108 million, controls 72 percent of the imported market, but its share is dropping.

Although distinctions among types of water can sometimes be confusing, water enthusiasts believe there to be a correct water for each occasion. In general, bottled still water is most often purchased as an alternative to tap water. Home, office and institutional delivery of bulk water, often in large containers for water coolers and general consumption accounts for a large share of non-sparkling sales.

On the other hand, naturally carbonated mineral water, such as Perrier, generally is purchased as an alternative beverage, taking the place of cocktails or soft drinks. A fast growing portion of this segment includes waters flavored with fruit essences or fruit juices.

Customer acceptance

Many restaurateurs have already learned that profits can also flow out of the natural springs that serve as the sources for these beverages. Not every restaurant moves more than 200 cases of bottled water a month, as New York City's well-known Windows on the World regularly does, but a perusal of distributors' customer lists makes it easy to locate operations that go through more than 50 cases each month—without any promotions or staff training.

At Valentino (170 seats), an upscale Italian restaurant in Los Angeles, customers drink up to three cases of bottled water each day. One of the keys, says assistant manager Nessim Cayem, is the variety of waters Valentino offers. The selection includes three still waters, Fonte Vella, Fiuggi and Evian, and two sparkling brands, Perrier and San Pellegrino.

In addition to serving small, 8 to 10-ounce individual bottles, Valentino makes tableside presentations of Evian, San Pellegrino and Fonte Vella in large bottles. The large bottles are served in an iced wine bucket, and, says Cayem, some customers ask the waiter to "just keep our glasses filled." At $2.25 for a small bottle and $5.50 for a large bottle, the restaurant gets a high return on its bottled waters.

by David Slater

David Slater is communications specialist at the National Restaurant Association

An image-builder

Many hotel restaurants, and also some independent operators, such as association director Michael Hurst of Ft. Lauderdale's 15th Street Fisheries, choose to pour complimentary glasses of still water at the table to add, as Hurst says, "a little touch of class." "It's a point of distinction" that is clearly appreciated by the restaurant's customers, says Hurst, who teaches restaurant marketing at a nearby college. He changes the brand of water he uses every few months, depending on the best deal he can get from his distributors.

Other restaurants and hotels have also discovered the sparkling benefits of bottled waters. At Cricket's (105 seats) in the Tremont Hotel in Chicago, associate food and beverage manager Francis Johnson finds that bottled water "affords a luxury that goes hand-in-hand with a luxury hotel." At Johnson's suggestion, the Tremont also recently began a well-received amenity program that includes complimentary bottled water in the rooms of VIPs.

Also boosting water's image as a luxury item is the Water Bar, which was opened last year at the IXI:Z men's clothing store in Beverly Hills, California. The bar, which was opened as a service to the store's customers, offers 110 varieties of bottled waters, ranging in price from $1 to $5. According to "bartender" Duane Bolden, "the popularity—and media attention—has been consistent since the week we opened."

The catalyst: health consciousness

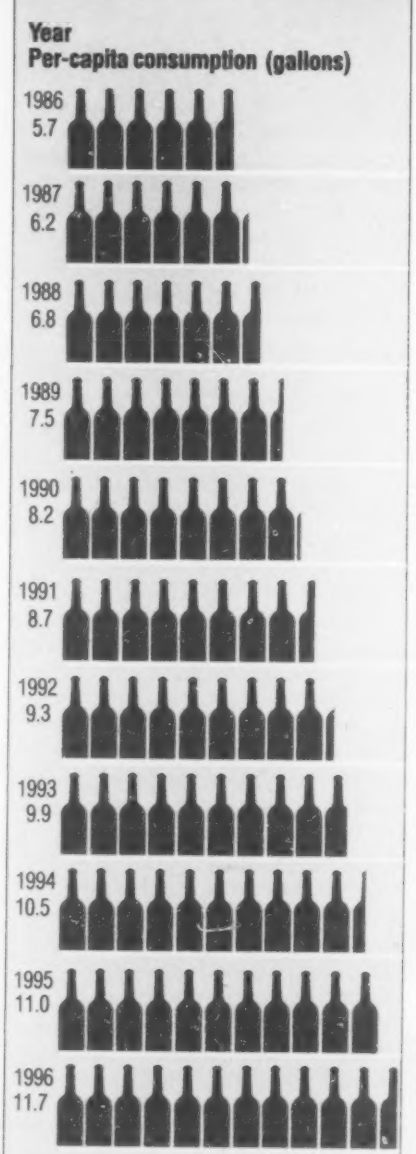
The reasons behind the bottled water boom can provide operators with clues to marketing the fashionable product. The bottled water industry is in the enviable position of serving two growing markets. First, there is the drinking water market—people who are concerned about the quality of municipal water supplies. These fears about water supplies vary from region to region, but, according to Michael Bellas, president of the Beverage Marketing Corporation, they are growing rather than diminishing.

The second, overlapping market that has fueled the explosion of bottled water in the last decade is the health-conscious market—consumers who are drinking bottled waters an alternative to soft drinks and alcoholic beverages. Refreshing, calorie-free mineral water, with no additives or preservatives, found an instant audience with running enthusiasts in the late 1970s. And as we move into the next decade, experts predict that bottled water is already becoming less a luxury item and more a staple in American refrigerators.

Bob Levin, a Miami, Florida-based distributor for Mountain Valley water, has believed for years that bottled water is "the beverage of the future." A decade ago, Levin formed a group called "Les Amis de L'Eau" ("The Friends of Water") and held two water tastings in Miami. The second tasting, in March 1978, was attended by more than 400 water lovers from throughout the United States and several foreign countries. Six foreign and domestic waters were rated for flavor, color and aftertaste.

"Fans of water are just like fans of wine or food," says Levin, who believes there is still a lot of room for expansion of water sales in American restaurants. "Restaurants are missing the boat if they don't have a few varieties on their menu," he adds.

U.S. bottled water market projected per-capita consumption (1986–1996)



Source: Beverage Marketing Corporation; Beverage Data Bank

How the Europeans think of water

Bottled water industry experts acknowledge that there are dramatic differences between the European and American concept of bottled waters. Europeans have for centuries believed in the health benefits of various waters. They consider some waters to be ideal diuretics, others to be aids to digestion and still others to be ideal for mixing baby formulas. In addition, to Europeans it is important that their mineral waters are bottled at their source.

Although European water companies support the beliefs about the therapeutic values of their water with largely unsubstantiated claims, bottled waters sold in the United States are prohibited by law from making health claims. American water distributors do not consider these laws to be a problem, however, because Americans are believed to be more interested in the purity of their water than in the water's source or mineral content.

The American interest in purity is evident in the marketing strategies of various water companies. For example, Eau Canada Sparcal, which is currently being introduced to the Northeast United States with a $3.5 million advertising campaign, is using a "no aftertaste" theme as the basis of its assault on the prevailing brands. Sparcal's initial promotional headlines include: "If you drink Sparcal . . . you'll never have to taste water again" and "Sparcal . . . for people who don't like the taste of water." At restaurants, says John H. Bergmann, the Sparcal importer, the company will emphasize that its water does not "interfere" with the taste of the food.

Restaurants—a natural market

Bottled water's sales potential in restaurants is demonstrated by the eagerness with which distributors market their waters. According to John H. Bergmann, who is introducing Eau Canada Sparcal to the Northeast American market, restaurants play an important role in the success of a bottled water. "Our restaurant sales, we hope, will probably be comparable to those of the other imports—25 percent or less of total volume. But restaurants also are especially important in that they give the thrust to the market," he says.

One of Sparcal's selling points in restaurants, says Bergmann, will be the company's distinctive bottle, which, with its tapered, triangular shape, "will not be out of place in a champagne bucket." Its crystal-clear glass suggests a pure, clean product with nothing to hide, he adds, in what seems to be a challenge to Perrier, the best-seller in the ubiquitous green bottles.

One of the country's fastest growing waters, San Pellegrino, got its initial foothold in America by gearing its marketing to Italian restaurants. "The beginning of our marketing programs is to go through restaurants," says Mark Goldstein, vice president of San Pellegrino USA. Italy's best-known mineral water, San Pellegrino is now reaching out to nonethnic restaurants in the United States. "Overall, we doubled our sales in the past year, and we're ahead of that pace at restaurants," says Goldstein.

Perhaps it is because Americans are so unsophisticated in their knowledge of good water that bottled water companies see fit to emphasize the beauty of their bottles and, even more commonly, the legends and his-

Water guide

There are many different types of bottled waters, usually distinguished by their source as well as by their level of carbonation, taste and mineral content. Mineral waters are most often sparkling and are used as an alternative to soft drinks and cocktails or used as a beverage. Bottled "drinking waters," on the other hand, are consumed as an alternative to tap water.

The U.S. Food and Drug Administration (FDA) defines bottled water as "water that is sealed in bottles or other containers and intended for human consumption." The water can range from common tap water put in bottles to carefully controlled natural mineral water drawn from underground springs. Here are some definitions:

Drinking water. Bottled water obtained from a government-approved source and then treated before bottling. The water must always be processed in some way, such as filtration and ozonation, or an equivalent disinfection process.

Natural water. Water that is obtained from protected underground sources—springs or wells—without processing can be labeled "natural." In essence, the composition of the water remains the same even though it may undergo filtration or purification. It is unprocessed or "natural" water—just as it came from the source under the ground.

Spring water. Water from a deep underground source that flows naturally to the surface is called spring water. If that water remains unprocessed and unchanged—nothing added, or taken away—the term "natural" may be added, and the product is then

As the trends in dining out continue to shift toward items that are light, natural and nutritious, bottled water may become as obvious an accompaniment to a fine meal as is a good bread or wine.

called "natural spring water."

Seltzer. Seltzer is generally tap water that has been filtered and then artificially carbonated and has had mineral salts added for flavoring.

Distilled and demineralized water. Minerals may be removed from water in a variety of processes, such as distillation or osmotic filtration. Under normal circumstances, this water is not intended for use as drinking water.

Mineral water. The FDA, in its regulations of bottled water, specifically excludes mineral water. Because there are no national standards or definitions for "mineral water," that term can be rather misleading. All water has some mineral content unless it has been artificially demineralized. The amount of minerals can vary widely—and does. (The state of California insists on 500 grams of mineral salts per liter in a recognized mineral water.)

Carbonation. For those mineral waters that are bottled and sold as carbonated or sparkling waters, the following information would be declared on the label: (a) "Naturally carbonated mineral water" or "Naturally sparkling mineral water" means water whose carbon dioxide content is from the same source as the water, (b) "Carbonated natural mineral water" or "sparkling natural mineral water" means water to which has been added carbon dioxide of an origin other than the water table or deposit from which the water comes; and (c) "Carbonated drinking water" means water to which has been added carbon dioxide of an origin other than the source water.

—San Pellegrino USA and the International Bottled Water Association

tories associated with their waters. Perrier points out that their water was bottled by decree from Napoleon in 1863 "for the good of France." San Pellegrino boasts that Leonardo da Vinci visited its source in the Italian Alps to "take the waters." The admirers of Mountain Valley, an American still water from Hot Springs, Arkansas, included Elvis Presley, Joe Louis and even Secretariat, the racehorse. And Aussie Blue, a flavored Australian water which will soon reach our shores, is linking its water to the myth of the Australian "Blue Kangaroo."

Marketing

Operators agree that even without promotion, bottled water sales can become significant. As the American per-capita consumption increases from a projected 6.2 gallons in 1987 to nearly 12 gallons in 1996, restaurants should anticipate a continued strong demand from an increasingly sophisticated bottled water market.

With profit margins similar to those of beer and wine, savvy operators are already promoting bottled waters as aggressively as they have traditionally pushed alcoholic counterparts. Water tastings and "water of the month" efforts are two of the promotions that have been borrowed with success from the wine and beer industry.

Operators can place themselves on the forefront of the bottled water movement by offering a menu of waters that complement each other as well as the restaurant's food. Different mineral and carbonation levels make certain waters more attractive to individuals and more appropriate to certain situations. For example, Perrier's heavy carbonation makes it an excellent aperitif. The lighter sparkle of San Pellegrino goes well with food, and still waters, such as Evian or Mountain Valley, serve as refreshing table waters.

Restaurateurs who leave it to their customers to discover the differences among the many waters may be doing a disservice to the tasters as well as to themselves. A well-trained staff that can suggest appropriate waters, or a special water menu that lists the merits of each beverage, can be an effective sales tool.

Operators with a large water list will also find it easy to couple ethnic waters with ethnic foods. Badoit, Perrier and Evian can be served with French specialties. Fonte Vella, from the Geron province of Spain, can be paired with Spanish foods. And German meals can be complemented by the sparkling carbonation of Apollinaris or Gerolsteiner Sprudel.

Although carbonated waters generally are considered "more sociable" by the American public, bottled still waters, too, should find more of a place in restaurants over the next few years. According to John Bergmann of the Mineral Water Company of Canada, "The American consumer has been taught to prefer the carbonated water. But there is definitely a need for a still water, too, that can serve as a refreshing, pure table water." When still water is used as table water, Bergmann adds, the beverage should be served chilled and not with ice cubes made from tap water.

The rising per-capita consumption figures for both still and carbonated water seem to suggest that the public is ready to investigate the subtle benefits of bottled water. As the trends in dining out continue to shift toward items that are light, natural and nutritious, bottled water may become as obvious an accompaniment to a fine meal as is a good bread or wine. ❑

Max Karl, Winkler

TEMPS

CAN THEY HELP YOUR LABOR SHORTAGE?

by Marcia Hibsch Coppess

The labor shortage caused by thinning ranks of young, entry-level workers and stiffer immigration laws has spawned a number of creative attempts to deal with staffing problems.

The latest entrepreneurial effort to solve staffing dilemmas is the private agency that offers temporary employee placements. Depending on the agency, employees are available with skills for jobs ranging from dishwasher to executive chef, from hotel administrator to controller or marketing director.

It is difficult to predict whether this service will become a trend. Critics question the quality of temporary employees, their ability to step into a unique facility and be of value and the cost of using them on any regular basis.

Those who favor the idea point to the flexibility of staffing as a possible cost-saving measure, the possibility that temporaries will be motivated employees who enjoy charting their own course and may work harder and the fact that the cost of temporaries may be a necessary evil in the growing search for sufficient staffing.

Temporary agencies run their businesses in a similar fashion, whether the employee being placed is a doctor's receptionist or a fry cook. The company needing help calls the agency, explains its requirements and agrees to an hourly fee. The agency then reviews its database of available employees and makes the closest match it can. The employee reports for work, completes the assignment and is paid by the agency, which then bills the company.

Marcia Hibsch Coppess is a freelance writer in Arcadia, California.

What it costs

The hourly rates range from 50 to 150 percent above the wage a company would pay a permanent employee. For instance, a restaurant might pay $16 per hour for a fry cook when it usually pays $6 per hour (plus any costs for benefits, insurance, etc.). The additional cost charged by the agency covers the agency's overhead and profit, worker's compensation, liability insurance and employee benefits, if they are provided to the employee by the agency. When benefits and worker's compensation are not handled by the agency, the employee acts as an independent contractor. He or she is then paid a higher hourly wage by the agency but shoulders the costs and responsibility of taxes and insurance.

Some restaurateurs support the idea of temporary help as a source of occasional emergency staff. Others rely on a service to get them through particularly hectic periods. When Marriott's headquarters in Washington, DC, remodeled its kitchen last summer, food stations were set up on every floor of the building. Food was prepared in the test kitchen, and runners were kept busy delivering food and shuttling equipment. To handle the extra manpower need, Brenda Soper, general manager of foodservices, used a number of temporary employees from FOODTEMPS, a growing chef-to-go agency servicing the Washington, DC, and Baltimore areas.

"In the past when I've used services, it has taken a couple of days for the temporary employee to get acclimated," Soper says. "But these people showed up with their own tools and knives, in uniform and ready to work. I was amazed at the caliber of the staff that was sent here."

What positions make the most sense

Few people in the restaurant industry or at temporary agencies recommend using a temporary service for waitstaff. It appears that the greatest value of temporary employees in the restaurant industry may lie in three areas: as seasonal and emergency fill-in personnel, entry-level utility workers and interim management consultants.

For businesses with close ties to tourism, weddings or other seasonal catering considerations, temporary employees can fill gaps during peak seasons without threatening cash flow during off periods. Rather than handling massive hirings and layoffs every year, such companies could turn over their personnel concerns to an agency. The disadvantage to this staffing solution, of course, is cost. The expense of depending on a temporary service for seasonal needs requires that the company's profit margin be substantially wide to shoulder the additional expense.

Who's doing it

Currently, at least four agencies market their temporary employee placement services to restaurants, caterers and hotels. In 1986 Penelope Pate-Greene and Ann Brody parlayed their backgrounds in wholesale and corporate specialty foods into FOODTEMPS, which now has a roster of about 150 cooks and chefs.

Many FOODTEMPS contractors have culinary jobs elsewhere or are specialty food entrepreneurs willing to work a few extra shifts a week to pay the bills. Cooks are required to have commercial experience, and every FOODTEMPS employee must have basic food preparation skills.

Chef supervisor Lucretia Welty screens prospective FOODTEMPS employees. After reference checks and an interview that lasts at least an hour, Welty tries out each applicant in the kitchen.

"When a restaurant needs two people, I take an applicant along and work with them to see what they're made of," she says. "Then, we categorize them by their skill level. We start them out at tasks they can easily handle. When they prove they can do more, we give them more responsibility."

Pate-Greene says that her agency is especially helpful to restaurants in the midst of an emergency. "We can give them some breathing space," she says. "They can worry about the chef walking out and taking the kitchen staff with them, while we get the meals prepared that night."

Uniforce, a publicly held company with 65 offices nationwide, specializes in placing entry-level and hourly personnel in light industrial, food production and clerical positions. An employer pays about 50 percent above the standard wage when using a Uniforce employee.

Rosemary Maniscalco, executive vice president, says that Uniforce has recently focused its attention on the

Should you use temporary employees?

Using a temporary employment agency to fill staffing gaps is a relatively new concept in the food industry, and it may be a challenge to imagine how it could work for your business. When thinking about using an agency to employ temporary personnel, consider these questions:

- ☐ Does the agency work regularly with other foodservice clients, and is it willing to offer them as references?
- ☐ Does the temporary service offer you a money-back or exchange agreement if the employee is not up to your standards?
- ☐ Who will be responsible for any damage the temporary employee may cause while working at your facility? How much liability insurance does the agency carry? Are its temporary employees bonded?
- ☐ How much information will you be given about the prospective employee before he or she reports for work? How much screening will be completed by the agency?
- ☐ If the chef calls at 9 a.m. to announce that he or she will not be in for the dinner shift, how quickly can the agency fill the position for you?
- ☐ Does your business have a training manual or organized method of operating that will be easily understood by a newcomer?
- ☐ Will there be a permanent employee on site who can guide the temporary person through the shift, if necessary?
- ☐ What will cause more headaches: missing a person during this shift or paying the extra fees for a temporary employee?

hospitality industry. "Several of our offices are now placing employees in theme parks, hotels, fast food outlets and other facilities," she says. "Most of the positions we fill are in the unskilled entry-level areas—dishwashers, food preparers, buspersons and counter servers."

At the other end of the employee spectrum are two West Coast companies that place management and administrative personnel in temporary positions. The Corporate Staff, based in San Francisco, caters to small businesses that need executive staff but can't afford them full time, and to large businesses that require occasional high-level experts for one-time or annual projects. The agency has about two contractors with experience in restaurant or hotel operations. They would be appropriate for marketing, administrative, management and financial positions.

"Temporary services placing professionals is a growing trend," says Clebe Best, senior associate of The Corporate Staff. "Companies are scaling down the number of full-time employees they use and filling in with temporaries. That downsizing has provided us with a pool of talented consultants and with companies in need of temporary employees."

James J. Bright, Jr., president of Roth Young, an executive placement firm in Los Angeles, agrees that temporary employees are in demand. His company has just begun The Interim Executive, a temporary placement service of middle to upper-level management personnel. The service hopes to help small and new companies that may need top-level personnel to get the company up and running.

"Many new companies need an executive to get them started but can't really afford someone permanent," he says. "We can bring in a manager or controller for 15 or 20 hours a week until the company is strong enough to hire a less-experienced person to run the system our person sets up."

Is it a smart move?

Some restaurant operators and industry observers wonder whether it is smart, financially and practically, to bring in a temporary employee who is unfamiliar with their restaurant and pay a premium wage while the person learns the system.

One owner of a group of 24-hour coffeeshops says: "We have a computerized menu list with dozens of items. I don't see how anyone, no matter how well trained they are, could walk in here and be of any help on a temporary basis. It takes my new employees at least two days to be able to work on their own."

Janet Lowder, manager of the restaurant consulting group of Laventhol & Horwath in Los Angeles, doesn't believe temporary employees will become an industry trend.

"The industry is too diverse for this to be a solution for every operation," she says. "Running a restaurant isn't like building a plane or answering a switchboard. Temporary employees may work well in a frozen yogurt operation, but I can't imagine the chef or owner of a small fine-dining establishment entrusting his recipes to a temp."

Pate-Greene has responded to those arguments many times. "When we had this idea, we asked everyone we knew in the business whether they would use temporary cooks and other personnel when they had a hole in their staff," says Pate-Greene. "Every one of them said it would be too much trouble and would never work. But we were convinced there was a need. Now we have many clients who are so satisfied they call to request their favorite people."

Who gets hired

"Consistency is very important to any restaurant," she agrees. "If you have an emergency in the kitchen and bring in someone off the street, your consistency suffers. But an agency that has prescreened cooks and chefs can help a restaurant maintain its consistency by providing personnel that have been trained to follow the standard operating procedure of the restaurant."

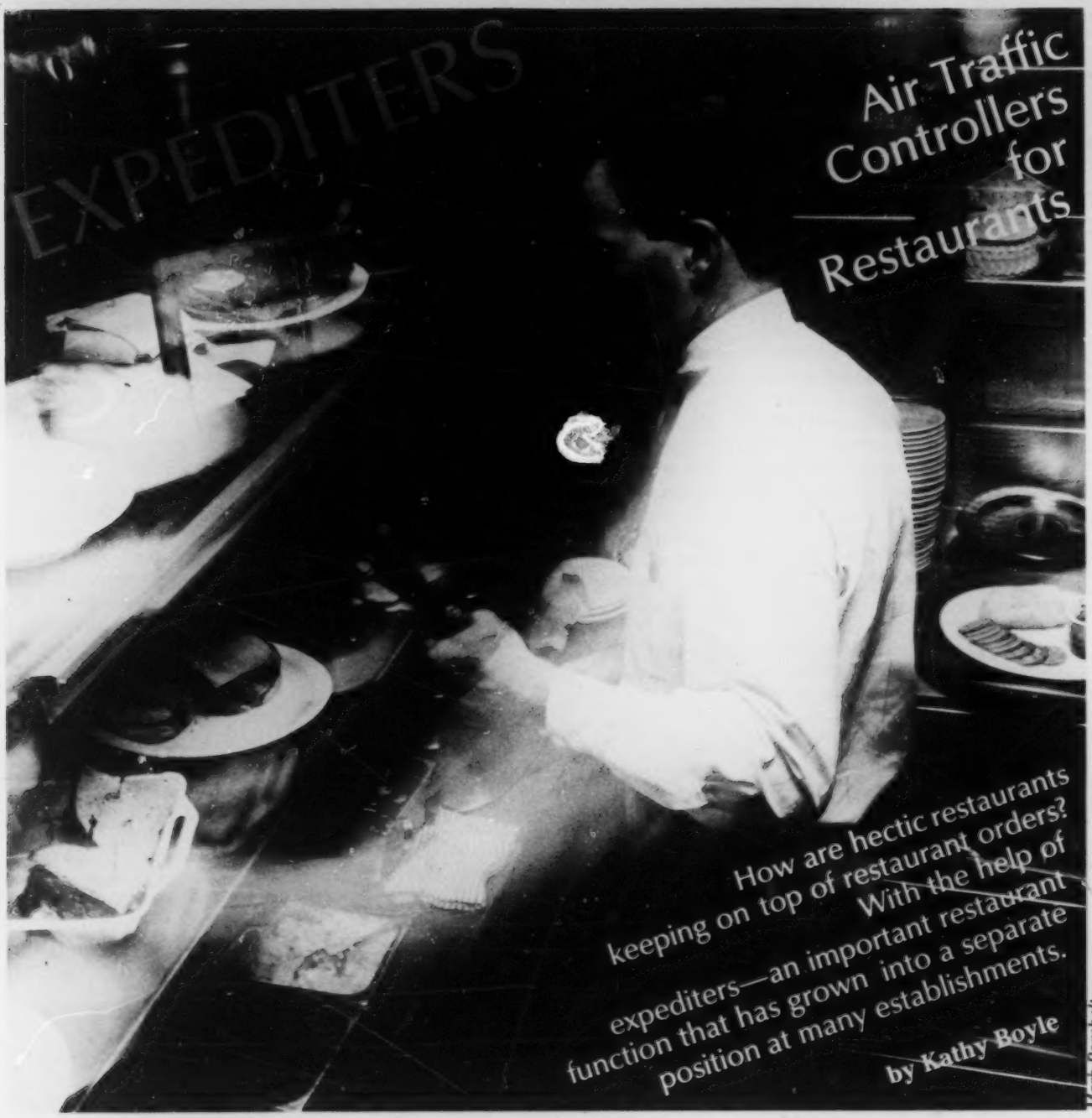
Chef supervisor Welty is the kind of employee a temporary agency specializing in professional cooks and chefs tries to find. A 1979 graduate of the Culinary Institute of America, she worked in a variety of cook, management and chef positions but didn't like the demand of a full-time kitchen position. While considering a bakery position, she agreed to take a few FOODTEMPS assignments during the Christmas holiday season. She values the freedom to choose assignments and schedules and has no plans to seek a permanent placement.

"Working for FOODTEMPS is still a hectic life, but I don't have pressure on me as I would in a full-time kitchen job," she explains. "Now I wake up every morning thinking about the new job I'll be doing rather than dragging myself to the same kitchen and the same menu day after day. My creativity is at an all-time high because I learn something new every day."

Pate-Greene does not see temporary agencies as the sole solution to the industry's labor woes. She believes that temporary agencies and other new methods of finding available personnel will have to work together to fill the kitchen, office and front of the house in the nation's restaurants.

Part of the solution

"In the next decade, with the possibility of mandatory benefits and an increased minimum wage, more will be coming to bear on the restaurant owner and small foodservice operator," she predicts. "They will have to find alternatives to the labor shortage and the shortage of trained culinary personnel, as well as provide benefits to their staffs. Temporary agencies will not be the only answer, but they will be part of the solution." ❑



Air Traffic Controllers for Restaurants

How are hectic restaurants keeping on top of restaurant orders? With the help of expediters—an important restaurant function that has grown into a separate position at many establishments.

by Kathy Boyle

Mark Borchelt

Imagine a major airport without an air traffic controller. That, says Virginia Richards, director of menu merchandising and promotions for Marriott Hotels and Resorts, would be like a restaurant without an expediter. Operating as the air traffic controller of the restaurant, the expediter is the focal point for orders going in and coming out of the kitchen. The expediter serves as the final checkpoint for quality control before the plate goes to the guest. The expediter acts as an intermediary when an order is either entered incorrectly from the dining room or prepared incorrectly in the kitchen. The expediter is a leader whom others on the staff look to in times of panic. And like air traffic controllers, expediters succumb to the same high stress and burnout in their jobs. Without them, contend many restaurateurs, operations would be at a loss, especially during the chaos of peak periods. "They are the most important person in the restaurant after the dishwasher," maintains chef Georges Masraff of the 894-seat Tavern on the Green in New York City. "They are the restaurant's human computer."

Many restaurateurs believe the position of expediter is as old as restaurants themselves. Even restaurateurs who have only recently added the separate expediting position admit that they have always had someone who functioned as an expediter. In many cases it was the cook or chef who directed the flow of food orders, but acting as expediter took away from the chef's valuable time. Eventually, many restaurants began hiring or appointing someone else to handle

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expediting functions to free up time for the chef.

Traditionally, expediters worked an entire shift, even if they attended to other duties in off-peak moments. Today, however, a few operators are testing part-time expediters who arrive just for peak periods to smooth the flow of orders and to ease burnout. Several operators who have tried part-timers note that retired cooks or chefs who can command the respect of younger people are among some of the best qualified for the position. Other operators, however, are skeptical of using part-time expediters. They contend that since the expediter is the final quality checkpoint for the restaurant's product, this individual should be a member of the management staff or, at the very least, a full-time, experienced employee.

"One popcorn on the rail"

Moving the food out of the kitchen in the shortest time possible is the motto of the expediter. Speed of service, in fact, was what prompted Marriott Hotels and Resorts to add expediters during the past two years to busy properties. "Two years ago we did a survey and found that speed of service was important to our customers, especially at breakfast and lunch. And, in our fine dining restaurants, where patrons dine at a slower pace, we wanted the expediter as the quality checkpoint," says Richards.

Working from an operations center—generally placed in the center of the line in the kitchen—the expediter may bark orders over a microphone or shout them over the noisy hubbub to the cooks on the other side of the line—usually in a kitchen code. "Give me bacon two times," is short for two bacon omelets at the Tavern on the Green in New York. "One popcorn on the rail," is the call for a *Cajun Popcorn* (fried crayfish tailmeat in batter with a sherry sauce) done extra fast at Atchafalaya River Cafe in Addison, Texas. And "two cakes" is short for two crabcakes at Clydes of Georgetown, a 180-seat restaurant in Washington, DC. Although not impossible to learn, each restaurant has its own jargon, and familiarity with the kitchen's menu as well as its code is the minimum prerequisite for being an effective expediter.

Just weeks after opening the first of four Atchafalaya River Cafes, 400-seat Cajun-Creole restaurants in Texas, Atchafalaya quickly moved to add an expediter to the staff. "When we first started five years ago, I was cooking," recalls Gene Osborne, kitchen manager for the restaurant in Addison, "but in the first couple of weeks we had so much volume that we found it was too confusing to run a ticket in the kitchen and cook, too."

Precision timing: a must

Today, Atchafalaya has a fairly sophisticated expediting system in each restaurant. Osborne, as kitchen manager, acts as expediter and is assisted by two other expediters—day and evening assistant kitchen managers. The expediter sits in front of the main line with a ticket machine that produces two printouts. One printout goes immediately to the salad prep and the other is for the expediter. With ticket in hand, the expediter sets to work, calling the order over the microphone. Says Osborne: "A typical order might be *Blackened Ponchatrain* (blackened redfish with a lump crabmeat topping), fried shrimp, two shrimp ettoufee and a prime rib. Each needs to be cooked a different amount of time." This is where the expediter's knowledge of cooking times comes into play. With up-to-the-minute precision, the orders are called in sequentially, so each of the entrees arrives simultaneously on the line for grouping on a tray to go to the dining room.

During peak times at the Tavern on

Part-time expediters

Although some restaurants utilize part-time expediters, others feel strongly that it is not a good idea. "We stray from part-time in this position," says Gene Osborne, kitchen manager for Atchafalaya River Cafe in Addison, Texas. "I want someone who can monitor the quality of the food; someone experienced. If the food is prepared incorrectly, the expediter must go to the cooks and deal with them. If the food is prepared beautifully, the expediter must know that too, and compliment occasionally. This takes knowledge, skill and experience."

At General Mills Restaurants and Stouffer's Top of the Sixes the thinking is the same. "We do not hire expediters from the outside," says Anne Powell, manager of media communications for General Mills Restaurants, Inc. in Orlando, Florida. "Without experience the person would not know our cooking methods. Usually the expediter is someone in store management."

"The expediter is always a management-level person," says Gary Sharpe, general manager of Stouffer's. "The expediter is the last person to see the food, and he or she should be management level, because it is our stamp of approval on our product."

But other operators are opting for part-timers if they have what it takes. Marriott's Foodservice Standards Manager Lisa Richmond explains, "What we need is someone who has an aura of authority, yet reports to the chef."

Executive Chef Michael Norton of the Breakers notes that in Florida—where there are plenty of retirees—he occasionally uses the talents of a retired chef during peak service times.

Clydes is another restaurant that utilizes part-time expediters during peak times. "Obviously, expediting really takes place between 11 to 3 for lunch," says Corporate Chef Tom Meyer, "and even with an hour to setup the station, and an hour to break it down, you are only dealing with a six-hour day." But the expediter cannot just be any part-timer, explains Meyer. "During peak times, like Sunday brunch at the Georgetown Clydes where we may serve 1,000 meals, the expediter must be very experienced and know the staff and the food. For brunch we do a lot of similar omelets, and you have to know one from the other when you are doing up to 40 plates and 10 tickets at once."

the Green, for example, the expediter puts in between 350 to 500 orders an hour. This volume necessitates a log sheet which the expediter maintains in front of the operations desk (a makeshift affair composed of several plastic milk crates) in the middle of the kitchen facing a battery of stoves. At some operations the setup is much more elaborate.

Rotating menus challenge expediters even more. At The Breakers Hotel in Palm Beach, Florida, where the main dining room seats 750, not only does the menu rotate on a 14-day cycle, but the dining room also does a huge volume. "We do approximately 1,000 covers each evening," says Michael A. Norton, CEC, and executive chef at The Breakers, "but within each meal are five courses, adding up to 5,000 courses coming out of the kitchen during dinner." With so many variables Norton doubts he will ever find a computer to meet the complexities of such a massive operation. In the meantime, The Breakers' expediter coordinates the flow to the front line, concentrating on the main-line entree, manually tallying orders and grouping them appropriately.

Even when there is technical help, such as remote printers within the kitchen, it still takes an expediter to make the orders come together. At the 250-seat Old Ebbitt Grill in Washington, DC, one of the seven restaurants operated by Clydes Restaurant Group, "the expediter gets the master ticket," explains Hank Hemmendinger, general manager of Clydes of Georgetown. "The ticket may include a cold appetizer and a salad which are crossed off as they are sent out." At this point, the expediter, who Hemmendinger says never sits down, keeps on top of others in the kitchen. Although the broiler or fry station may each have its own copy of its portion of the ticket, the expediter keeps talking and cajoling until all the various items come together while they are still hot.

To help the expediter deal with fellow employees on both sides of the house, some restaurants post the duplicate of the order ticket. At Stouffer's Top of the Sixes, overlooking Central Park in New York (235 seats), general manager Gary Sharpe uses a fairly simple, yet very effective, system of displaying orders on a board. Displaying the duplicate copy of an order on a board in the kitchen, Sharpe feels, has a calming effect on servers. "We get two copies of the check," explains Sharpe. "One goes to the expediter who calls for the food. The other copy is placed on a plastic board in full view of both kitchen and waitstaff. With the check displayed on the board, servers can see it and know their food is in the works."

This idea is taken a step further at the Golden Mushroom Restaurant, a 252-seat restaurant in Southfield, Michigan, where owner Reid L. Ashton developed his own electronic touch screen as an expediting aide. The touch screen, located in the kitchen, is managed by the chef and is powered by an IBM PC, Jr. computer and hooked to two TV screens that face the servers at either entrance to the kitchen. By checking the screens servers can tell where their order is on the line. The bottom row of the screen show orders that have been entered but have not been acted upon. The middle row shows orders that are being fired and will be up shortly, and the top row shows orders that are ready.

Ashton says the system has helped the front of the house enormously. "If there is only one table ahead of a server in the middle grouping," explains Ashton, "he or she knows there is not enough time to greet a new table and give an eight-minute dissertation on the evening's specials. However, the server does know there is just enough time to bring a guest a cocktail and be back in time to pick up their order when it is hot."

Not always the same job

The role of the expediter is usually very clearly defined within a restaurant, but it may vary from one restaurant to another. Moving the food out is always the main priority, but there may be other duties as well. Some restaurants, for example, require that expediters garnish dishes.

At Marriott restaurants, the expediter stands on the service side of the cooking line, takes the plate when it comes up and does any last-minute preparation, such as adding a slice of tomato or garnish. "This is where their previous training is important," notes Lisa Richmond, foodservice standards manager for Marriott Hotels and Resorts. "They have memorized each plate and what accompaniments go with the plate. They set up their own line, with sour cream, parsley, garnishes, and utensils, such as a butter scoop, that they may need for last-minute details." In other establishments, expediters add the garnishment only if it is missed.

Personality requirements for the job

Obviously, the job of managing the flow of food is not a simple one. It takes a strong individual to maintain order in a chaotic kitchen. When the qualities for the position are tallied, they include: patience, attention to detail and quality, unflinching accuracy and good management skills.

"Expediters must be extremely well-versed in kitchen operations, with an enormous knowledge of food and its preparation," says Osborne of Atchafalaya. "They should also have good rapport with both kitchen workers and waitstaff. It takes a lot of energy to do this every day. They have to be enthusiastic to keep going. And they have to be firm in dealing with employees. Being a leader is 98 percent of the role. They have to lead the cooking, and they have to lead the food out the window while it is still hot. It looks so easy, but it is mentally trying to have to remember so many things."

Masraff, chef at Tavern on the Green, adds, "They have the authority to make all these people work together, yet at the same time they must attend to small details. If, for example, the cook needs an ingredient, say more meat or fish, it is the expediter who dispatches the steward to get it."

Throughout the turmoil, the expediter must remain extremely calm, says Sharpe of Top of the Sixes. "It is a pretty rough job when all the problems from the dining room come back to you. With 18 busy servers, you need one person in control."

A good number of restaurants see this position as a management position and pay a manager's or a chef's salary for getting the job done well. For many it is a key job—one they are not willing to do without. ❑

RESTAURANT

ATMOSPHERICS

If you were to attend your community's newly established symphony only to find out when you got there that each musician was playing a different musical selection, the resulting sound would be noise, not orchestrated music. You would be unimpressed and would probably not return for another so-called symphonic performance. In like manner, your restaurant's atmosphere must be orchestrated; otherwise, the results may very well be "atmospheric noise."

by Ronald E. Milliman, Ph.D.

Far too little attention is given to the atmosphere that envelops virtually any business, but especially a restaurant. This can be a costly oversight. Customers' moods and behaviors are greatly influenced by the environment or atmosphere that surrounds them. Thus, it should be the objective of every operator to make the atmospheric experience for patrons a comfortable and positive one.

Dynamic versus static elements

Atmospheric elements can be divided into static and dynamic types. A static atmospheric element tends to be stable over time and is difficult to change. In contrast, a dynamic atmospheric element is one that is subject to nearly constant fluctuation or is easily changed. For instance, the lighting system is generally not easily and quickly changed; thus, it tends to be static. The background music, in contrast, can be changed almost instantly; hence, it is a dynamic atmospheric element. In the long run, all atmospheric elements are dynamic because, given enough time, all elements can be changed—even an entire building if absolutely necessary.

In the case of a new business just being planned, special attention should be given to the more static atmospheric elements because once these decisions are made, they are not easily changed. In addition to lighting, other static elements include the placement and covering of walls, ceilings and floors. When changing the atmosphere of an existing restaurant, however, immediate attention should be given to the dynamic atmospheric elements because they are more easily and quickly changed. These elements include most types of furnishings as well as employee appearance and attitude.

Some atmospheric elements can be controlled, while others cannot. Although the overall noise emanating from a restaurant's patrons is not directly controllable by management, it can be affected, up to a point, by using sound-absorbing materials, such as carpeting and padded tables and chairs. However, the loudness of the background music system or the obtrusive noise emanating from the kitchen can be changed. By determining which atmospheric elements are controllable and which are uncontrollable, the environment can be manipulated to create the desired effect.

17 key atmospheric elements

1. Appearance of exterior building and parking lot
2. Initial interior visual impression
3. Appearance and greeting of host or hostess
4. Lighting (bright—gregarious, casual to dim—intimate, romantic)
5. Carpeting (existence or nonexistence, type, thickness, color, etc.)
6. Wall decor and color scheme (type of wall covering, pictures, mirrors, greenery, etc.)
7. Music system (music type, tempo, loudness, sound quality, etc.)
8. Table arrangements
9. Air quality (odor, temperature, circulation, etc.)
10. The existence or nonexistence of a separated, non-smoking area
11. General noise level (patrons' conversations, rattling dishes, etc.)
12. The number and appearance of other diners (dress, age, families with children, etc.)
13. The open appearance of a bar
14. The apparent attitude and friendliness of the employees
15. Type and quality of the furnishings
16. The use and type of place mats or table coverings, napkins, place settings, etc.
17. The interaction, if any, with the owner, manager or chef.

Atmosphere, image and target market positioning

Given the influence that atmosphere has on a restaurant's image and appeal, atmosphere should be considered along with the strategic components of marketing, planning and execution. Thus, it is necessary right from the initial planning stage to answer a series of important questions:

1. What segment of the market is the restaurant trying to attract?
2. What image does the restaurant need to project in order to attract this market segment?
3. What kind of atmospheric experience will achieve the desired image?
4. What are the key atmospheric elements, and how can they be manipulated to create the desired atmosphere?

Different combinations of atmospheric factors give patrons diverse experiences: Some reinforce a restaurant's desired image, and some do not. If, for instance, the defined target market were young people between the ages of 18 and 24, a restaurant would need to project a different image and, therefore, create a different atmospheric experience than if the targeted market were conservative, upper-middle-class people over age 55. Young people are very conscious of current trends and desire such things as "in" color schemes and loud, up-tempo, beat-accentuated music. The older market segment, in contrast, tends to prefer muted colors and softer, relaxing music.

While the key atmospheric elements are different for different types of businesses, there are—nevertheless—many that are the same. If atmospheric elements are strategically orchestrated, they can create a very positive experience, reinforcing the desired image needed to attract the preferred target market.

The effective manipulation of the atmospheric experience will result in your restaurant becoming more profitable. In fact, as other marketing factors (such as menu selection, advertising, etc.) become neutralized in the competitive battle for market share, atmospherics is likely to play a growing role in the unending search for a differential advantage. ❑

Milliman is associate professor of marketing at Western Kentucky University in Bowling Green, Kentucky. This article is based on his research and consulting experiences.

ALPHABET OF GRIPES

When publishers Nina and Tim Zagat were researching their 1988 New York (Restaurant) *Survey*, for the first time, they asked participants to identify their biggest gripes about eating out in New York.

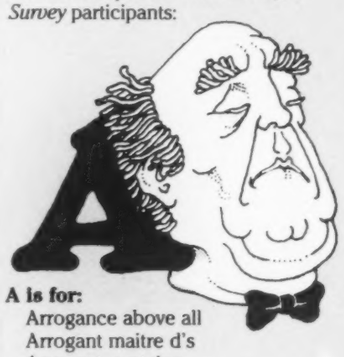
"The responses for this category were overwhelming," says Tim Zagat. "Our list of gripes ran to more than 60 single-spaced pages of computer printouts and took in everything from dirty bathrooms to assaults from oversized pepper mills."

By and large, he explains, "The biggest areas of complaint involved service—slow customer response times and rudeness on the part of staffs; reservation problems; and noise, crowding and price."

It's next to impossible to elicit customers' complaints when they are dining—unless there is something unacceptable about the food served. But if they are dissatisfied, customers don't forgive easily. They will write off the restaurant and visit a competitor instead. No operator wants to be in that position. That is why this list—although slanted toward the New York dining scene—can provide some valuable clues about customer pet peeves.

A is for arrogance...

Here then is a selective lexicon of New York Dining Gripes, using only verbatim responses from the 3,500 *Survey* participants:



A is for:
- Arrogance above all
- Arrogant maitre d's
- Arrogant captains
- Arrogant waiters
- Arrogant phone manners

A is also for:
- A charge to take your coat
- Absentee owners
- Air conditioning to death
- A la carte menus—$3 for a baked potato!
- Arugula salads
- Attitude

B is for:
- Being asked to wait at the bar for our table
- Being asked to wait outside on the street for our table
- Being asked to vacate our table for the people at the bar

B is also for:
- Baby vegetables
- Bad bread
- Bad food for big bucks
- Banquette cushions that sink
- Barnyard atmosphere
- Big, white designer plates—little food
- Bread crumbs on my fish
- Burned coffee

C is for:
- Cacophony
- Canned vegetables
- Cash only
- Caste-seating policies
- Celebrityitus
- Cheating on the check
- Chichi terminology for spaghetti sauces
- Cigars
- Clearing table before everyone has finished
- Complex menus in need of explanation
- Crud around the ketchup bottle
- Crumbs in the salt shaker
- Crumbs left on my table!

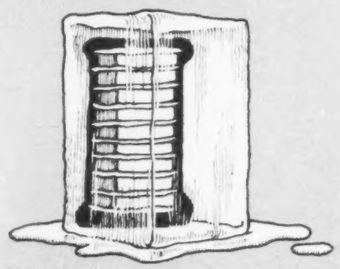
D is for:
- Daily specials without prices
- Dim lighting
- Dirty bathrooms
- Dirty everything
- Discriminating against single customers

E is for:
- "Enjoy!"
- Eating on management's time
- Every palm wants to be greased
- Expected, rather than earned, tips
- Exorbitant wine prices

F is for:
- Fake flowers
- Faux French menu recitations
- Fingers around tops of glasses
- Flat soda in drinks
- Four dollars for tonic and lime
- Free-range chickens
- Frenzied waiters
- "Fresh pepper?"

G is for:
- Greasy dishes
- Grimy plates
- Gushy waiters
- Going home hungry

H is for:
- Hair in my food
- Hard chairs
- Having to ask for bread
- Having to ask for the check
- Hype
- "Hi, my name is Brian . . . ."



I is for:
- Iced butter
- Inconsistency
- Incorrect checks
- "Is everything okay?"
- "It's not my station."

J is for:
- Jamming us in like the subway
- John Doe treatment from your waiter

K is for:
- Killing for a table on Saturday night
- Kiwi fruit

L is for:
- Lack of humor
- Lack of children's menus
- Lack of half bottles of wine
- Lack of nonalcoholic beer
- Lousy tables for two
- Lying about waiting times

M is for:
- Maitre d's who pace and stare
- Meager portions for mice
- Minimalist menus at maximum prices
- Multinational dishes—"frittata of pizzachiere wrapped in rice paper"
- Microwaves

N is for:
- No coatrooms at all the new places
- No diet salad dressing
- No fresh pies!
- No reservation places
- No round tables anymore
- No substitutions
- No tables at 8 p.m.
- No vegetable garnishes
- No water
- Not being seated until entire party arrives
- Nouvelle cuisine

Oh yes, N is also for:
- NOISE (over 800 citations with just this one word)

O is for:
- Off-menu oral recitations from out-of-work actors
- "Oh, waiter . . . "
- Orange juice from a carton
- Overbooking like the airlines
- Overcrowding
- Overnight successes
- Overpriced chic
- Overpriced food
- Overzealous busboys

P is for:
- Packets of Sanka
- Pastas that cost $20
- People who smoke and sit next to me
- Pine-Sol
- Plastic salad bowls
- Plates pulled away from some guests, while others are still eating
- "Please wait here for the hostess to seat you."
- Popularity breeds contempt
- Pressure to order drinks
- Pretensions

Q is for:
- Queuing up at the curb
- Quick-changing chefs

R is for:
- Rawhide dining—move 'em in, move 'em out
- Reservations not honored in a timely fashion
- Reservations two months in advance
- Restaurants that don't make their own desserts
- Running away with the parmesan cheese
- Running out of specials

S is for:
- Saturated fats
- Scalding hot plates
- Seating women at the worst tables
- Smeared menus
- Snooty sommeliers
- Soggy pickles
- Specials written on blackboards
- Sun-dried tomatoes

T is for:
- Tea bags
- Three-star reviews the day of my reservation

U is for:
- Undercooked fish
- Unimaginative wine lists
- Unwashed hands bringing me my food

V is for:
- Very slow
- Very, very slow
- Verrrrry Sllllooooow
- Visible roaches

W is for:
- Waiters interrupting conversation
- Waiting for Godot (our waiter)
- Whatever happened to water?
- When I specify "No green peppers" and they bring them anyway
- "Who ordered the chicken?"

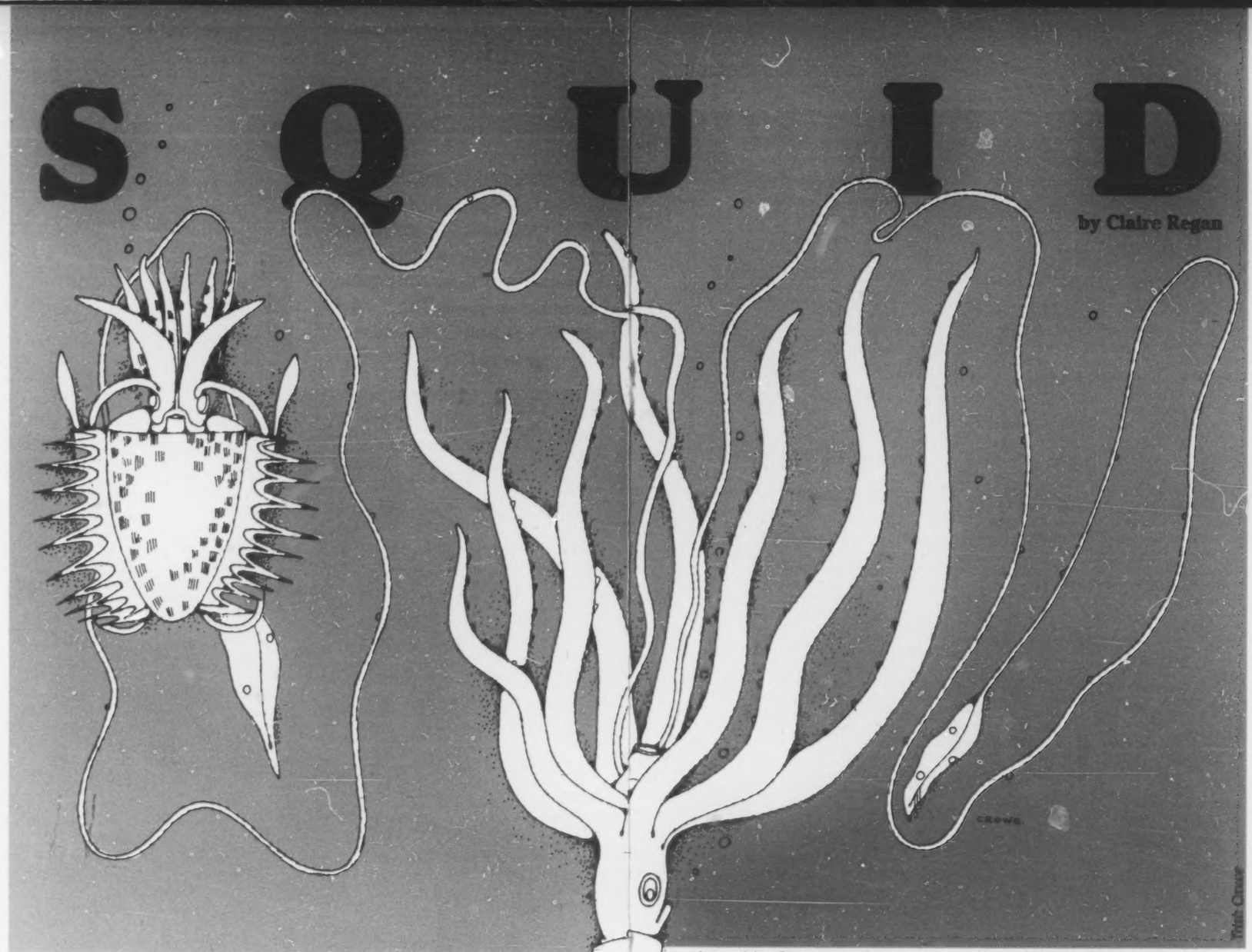
X is for:
- X-ray stares from maitre d's who don't know you

Y is for:
- Yuppies
- Yardlong pepper mills in your face
- "Your table will be ready in a few minutes . . . "

Z is for:
- Zero courtesy when sending dishes back
- Zapped when I get my check ❑

SQUID

by Claire Regan



The Danish call it *blekkspruter*. The French refer to it as *encomet*. In China it's known as *yao*, and in Italy it's *calamari*. In the United States the word is squid, seemingly a less appealing title for this versatile cephalopod. "I have found that if you call calamari 'squid,' no one will eat it—an absolute mystery to me. I like the word 'squid,'" writes Jeremiah Tower in his *New American Classics* cookbook, published by Harper and Row in 1986. "Fortunately, squid is so wonderful—there are so many ways to prepare it, and it is so inexpensive—I do not mind calling it calamari if that is what it takes for people to eat it," Tower continues.

Although it evokes a squeamish feeling in some Americans, squid has been nourishing Asians, Greeks, Romans and other Mediterraneans for centuries. The Spanish Basques consider squid, or *txipirones*, a native dish. Squid's versatility in preparation is probably accountable for its ability to transcend ethnic boundaries. It can be deep-fried, stir-fried, sauteed, grilled, braised, steamed, baked, stuffed and eaten raw. Even sun-dried squid is popular in the Orient.

Now it seems that squid is finally catching on in American restaurants. Santa Cruz (California) restaurateur Joseph Schultz estimates squid dishes account for about 20 percent of his dinner business in his operation India Joze (200 seats). "People like squid. They try it because it's different, but they usually enjoy it and continue ordering squid dishes," Schultz relates. He admits that both the location of the restaurant and focus on ethnic cuisines are partially responsible for squid's popularity in his operation.

But even restaurateurs in the Midwest report success with squid: "We go through 900 pounds of squid a week," boasts Randy Stanley, general manager of Figlio (200 seats; Minneapolis). "It's our number-one appetizer. We're an American bistro with an Italian influence, and squid helps to position us in a different vein than other bistros," Stanley explains.

Robert Greault, chef and co-owner of La Colline (300 seats; Washington, DC), maintains, "More people know about squid than we realize. Many customers are more adventurous than they were in the past, especially when they trust the restaurant. People who are afraid to try dishes like squid or eel simply lack confidence in the kitchen."

Joseph Schultz and his partner Beth Regardz are both devoted to the promotion of the 10-armed cephalopod. They have co-authored the *Calamari Cookbook*, published in 1987 by Celestial Arts in Berkeley. Schultz lists additional advantages to menuing squid. "No one is indifferent to it. For a serious cook, squid makes a good artistic vehicle because it is an attention-getter. Plus, because it's multinational, squid helps chefs understand various ethnic cuisines. They can observe how it responds to a variety of ingredients, such as soy sauce or fish stock," Schultz explains.

Squid can also be appreciated for its nutritional value. It is a good source of protein and is low in calories and fat. Six ounces of raw squid provide 26 grams of protein and 156 calories, only 14 percent in the form of fat.

Squid is plentiful in both the Atlantic and Pacific oceans. The Atlantic variety is slightly longer than the Northern Pacific or Monterey squid, which averages 8 inches in length. Giant squid or Grande Calamari, found in the Pacific off the Mexican coast, is as large as five feet long. This large variety tends to be tougher than smaller counterparts and is generally mechanically tenderized before being frozen by the processor. Atlantic squid is available year-round, but in the Monterey (California) area the season extends from May to October. Schultz says he taps the Los Angeles/San Pedro market from November to February.

Fresh squid is extremely perishable. "If it's iced well, it might last for two days at the most," Schultz offers. "Luckily, it freezes well." Before he began doing it in-house, Schultz purchased frozen squid from his purveyors. "I have better control over it when I freeze it myself. But I have a very sophisticated freezing system with high capacity and quick recovery, so it's almost like IQF (Individually Quick Frozen, a process commonly used by the seafood industry to freeze fish). We clean it, prep it, freeze it and pull it as needed. It thaws in about 10 minutes," he explains. Schultz recommends commercially frozen squid where fresh is unavailable. He suggests a reliable purveyor who can assure proper handling. Squid that has not been properly frozen (IQF) or that has thawed and been refrozen will be tough.

Almost 80 percent of squid is edible. Whole squid is the most labor-intensive because it requires cleaning. A variety of forms—whole, fresh, frozen, cleaned and prepped—are available in the market. Schultz points out that a few calamari tentacles can go a long way: "People are scared of the tentacles, so too many in a dish can be a drawback." He suggests purchasing the tentacles separately from the tubular portion of the squid, which is sold whole, sliced into rings or filleted (opened and flattened). But Dave Meeks feels the tentacles add to the authenticity of squid dishes and that patrons of Kate's, his 40-seat restaurant in Austin, Texas, are not adverse to them. "We leave the tentacles on the squid when it's served stuffed; it's like getting duck's feet with dim sum," Meeks compares.

Randy Stanley, too, is not reluctant to fry and serve the tentacles along with the rings. "We purchase 50-pound cases of frozen mixed parts. Surprisingly, we don't have much plate waste with the tentacles, though we did at first. Maybe it became a 'macho thing' to eat the tentacles, but now that 'dare-to-try image' is gone," Stanley says.

Squid is a natural fast food because it lends itself to quick cooking methods. Many chefs cite the 30-second/30-minute rule when advising on calamari cooking. It should be cooked quickly, no longer than 30 seconds, because longer cooking produces a tough, chewy fish. Once this stage is reached, longer cooking, up to 30 minutes, is required to tenderize the squid. Joseph Schultz tends to favor quick-cooking squid dishes. "At India Joze, we feature different ethnic cuisines on different

Claire Regan, R.D., is manager/staff nutritionist for the National Restaurant Association.

TJUMI-TJUMI SAOS TIRAM

Calamari "wok'd" with aromatic Javan oyster sauce
Serves 6

A favorite at India Joze, the quality of this dish is dependent on the quality of the oyster sauce used. If you have access to more than one type, get one lacking in sugar and MSG, with more oyster extractives than water.

Ingredients:
3 lbs. squid, cleaned, scored and cut
2 Tbs. peanut oil or some other neutral cooking oil
½ cup sliced mushrooms
½ cup snow peas, stemmed
1 Tbs. fresh ginger slivers
½–1 Tbs. garlic paste
3 Tbs. tamarind water, lemon juice or vinegar
2 Tbs. oyster sauce
½ tsp. freshly ground white pepper, to taste
Fresh chili water, to taste

Method:
Heat oil in wok over high heat. Add everything. Saute squid in wok until squid curls. Adjust seasoning.

CHILI WATER

Method:
Rather than burn our eyes and fingertips mincing fresh, hot chilies, we cut off the stems and blenderize them with a little water. The resulting paste is uniform in heat and wonderfully fresh tasting. We prefer fresh chili water to cayenne for making dishes hot because chili water does not require cooking or frying to develop its best flavor and is thus easier to add little by little to obtain the desired level of hotness in a dish. Different varieties of chilies and different crops of the same variety vary greatly in heat and other flavors. Always taste your chili water cautiously before adding it. Fresh chilies are often quite bitter as well as hot. Red chilies are riper and tend to be sweeter, though not necessarily less hot. They are also generally less available. If the flavor balance of your dish requires hotness and sweetness, cayenne soaked in vinegar for an hour or so may be a better choice than an exceptionally bitter batch of chili water. Fresh or canned pimentos or red bell peppers have the chili flavor without the hotness, if such is desired.

INK TOAST

Calamari ink sac spread
Serves 4

The inspiration for this recipe comes from Paula Wolfert, a tireless and enthusiastic researcher into squid ink edibles.

Ingredients:
4 Tbs. ink sacs, whole (save the punctured ones for another recipe)
1 Tbs. butter
Baguette, sliced thin in rounds and toasted
Salt to taste
Freshly ground black pepper to taste

Method:
Carefully and gently fry the ink sacs in a small frying pan with the butter until they are set and firm, about 3 minutes over medium-low heat. Place or spread pieces on buttered baguette rounds. Salt and pepper. A squirt of lemon can be nice, but garnish should be kept to a minimum to accent the unique flavors.

KALAMARAKIA TIGHANITE

Squid deep-fried Greek style
Serves 4

Ingredients:
1 lb. squid, cleaned, bodies in strips or rings, tentacles whole
1 cup flour
1 Tbs. salt
½ tsp. pepper
½ tsp. paprika (optional)

Method:
Drain squid well. Shake in paper bag with seasoned flour to coat evenly. Let stand awhile. Shake again. Strain off excess flour. Deep-fry in hot oil (385° F.) until light gold. Drain on paper towels.

Serve with lemon wedges or skordalia sauce.

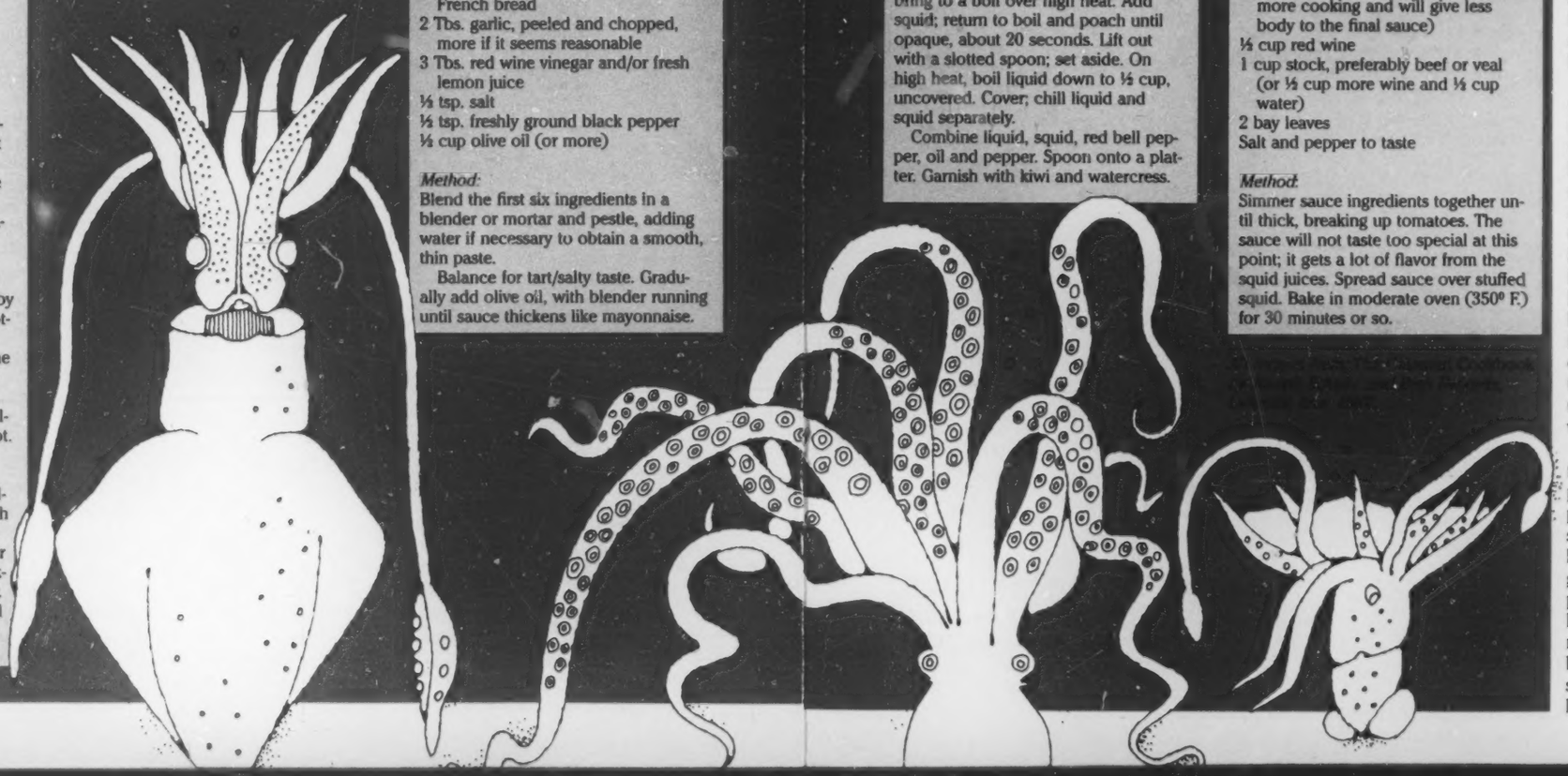
SKORDALIA SAUCE

Makes 1 cup

Ingredients:
1 Tbs. walnuts
2 Tbs. cooked potato *or* crustless French bread
2 Tbs. garlic, peeled and chopped, more if it seems reasonable
3 Tbs. red wine vinegar and/or fresh lemon juice
½ tsp. salt
½ tsp. freshly ground black pepper
½ cup olive oil (or more)

Method:
Blend the first six ingredients in a blender or mortar and pestle, adding water if necessary to obtain a smooth, thin paste.

Balance for tart/salty taste. Gradually add olive oil, with blender running until sauce thickens like mayonnaise.



CALAMARI-KIWI SALAD

Squid poached in marinade with kiwi fruit
Serves 4 to 6

Ingredients:
3¾ lbs. whole small squid, cleaned as directed for strips, *or* 1½ lbs. cleaned mantles
2½ cups dry, white wine
¾ cup regular-strength chicken broth
2 large cloves garlic, minced or pressed
¾ tsp. sugar
1 medium-sized red bell pepper, stemmed, seeded and cut into thin strips
½ cup olive oil
½ tsp. freshly ground pepper
2 or 3 kiwi fruit, peeled and sliced
Watercress sprigs

Method:
If squid mantles are whole, cut each open with a sharp knife. Cut crosswise into ½-inch-wide strips.

In a 10 to 12-inch frying pan, combine wine, broth, garlic and sugar; bring to a boil over high heat. Add squid; return to boil and poach until opaque, about 20 seconds. Lift out with a slotted spoon; set aside. On high heat, boil liquid down to ½ cup, uncovered. Cover; chill liquid and squid separately.

Combine liquid, squid, red bell pepper, oil and pepper. Spoon onto a platter. Garnish with kiwi and watercress.

CALAMARI RIPIENI

Calamari stuffed with ricotta
Serves 3 to 4

Ingredients:
1 large or 2 small onions, diced
2–3 Tbs. olive oil
½–1 Tbs. garlic paste, to taste
1 cup ricotta cheese
4 Tbs. parmesan or romano cheese
4 Tbs. finely chopped parsley
½ cup bread crumbs
Dash of freshly ground pepper
12 large squid bodies, cleaned; reserve tentacles for another use

Method:
Saute onions in olive oil until transparent. Add garlic and fry lightly. Stir in other ingredients. Adjust taste balance. Stuff squid mantles about two-thirds full. Close with toothpicks. Arrange snugly in baking dish. These steps can be done up to a day ahead of baking.

SAUCE

Ingredients:
2 cups canned tomatoes, preferably Italian plum (fresh will do, but need more cooking and will give less body to the final sauce)
½ cup red wine
1 cup stock, preferably beef or veal (or ½ cup more wine and ½ cup water)
2 bay leaves
Salt and pepper to taste

Method:
Simmer sauce ingredients together until thick, breaking up tomatoes. The sauce will not taste too special at this point; it gets a lot of flavor from the squid juices. Spread sauce over stuffed squid. Bake in moderate oven (350° F.) for 30 minutes or so.

days, such as Southeast Asian, Indian, Persian or Eastern Mediterranean. Large woks are the center of our kitchen. Squid cooks quickly, 10 to 15 seconds in a very hot wok." *Tjumi-tjumi saos tiram* (calamari stir-fried with aromatic oyster sauce) and *calamari titi* (sauteed in caper-parsley-wine sauce) are among some of the favorites at India Joze.

Schultz also experiments with calamari dishes during the squid festival. The annual summer festival originated by Schultz in 1980 has expanded beyond India Joze into a city wide celebration. "During the festival we de-emphasize other dishes and highlight calamari. I've featured ink (of the squid) dishes, which I don't normally do because of the time and expense involved. Ink pasta is popular, and ink toast, gently fried ink sacs served on toast points, is a special dish that appeals to caviar lovers," Schultz says. Stuffed squid is another popular, but labor-intensive, menu item, according to Schultz. Calamari stuffed with a mixture of ricotta, onions, garlic and parsley and braised in a red wine stock is described as "unbelievably popular."

For restaurateurs experimenting with calamari, Schultz suggests starting with fried squid and salads, offered as appetizers. "Deep-fried, breaded squid seems universally popular, plus it's a hard dish to ruin. I don't make a big deal of salads, but they'd be a good starting point," Schultz says. "They're decorative, look spectacular and are tasty." Randy Stanley, who also serves baked, stuffed versions, explains why fried squid is so popular: "It's an easy-to-eat appetizer, plus Figlio's patrons, contemporary urban adults in upper-income brackets, can identify with it."

Schultz feels the largest obstacle for squid novices is quality of the raw product. "I can't overestimate this point. A lot of the problems with squid dishes are a result of improper handling. It's tricky, but top-quality ingredients will turn out a top-quality product." Even so, Dave Meeks believes squid's appeal is narrow. "It may be extremely popular with some, but it's like duck liver and frog's legs; some love it, others won't touch it," he warns. ❑

by Linda Nichols Durling

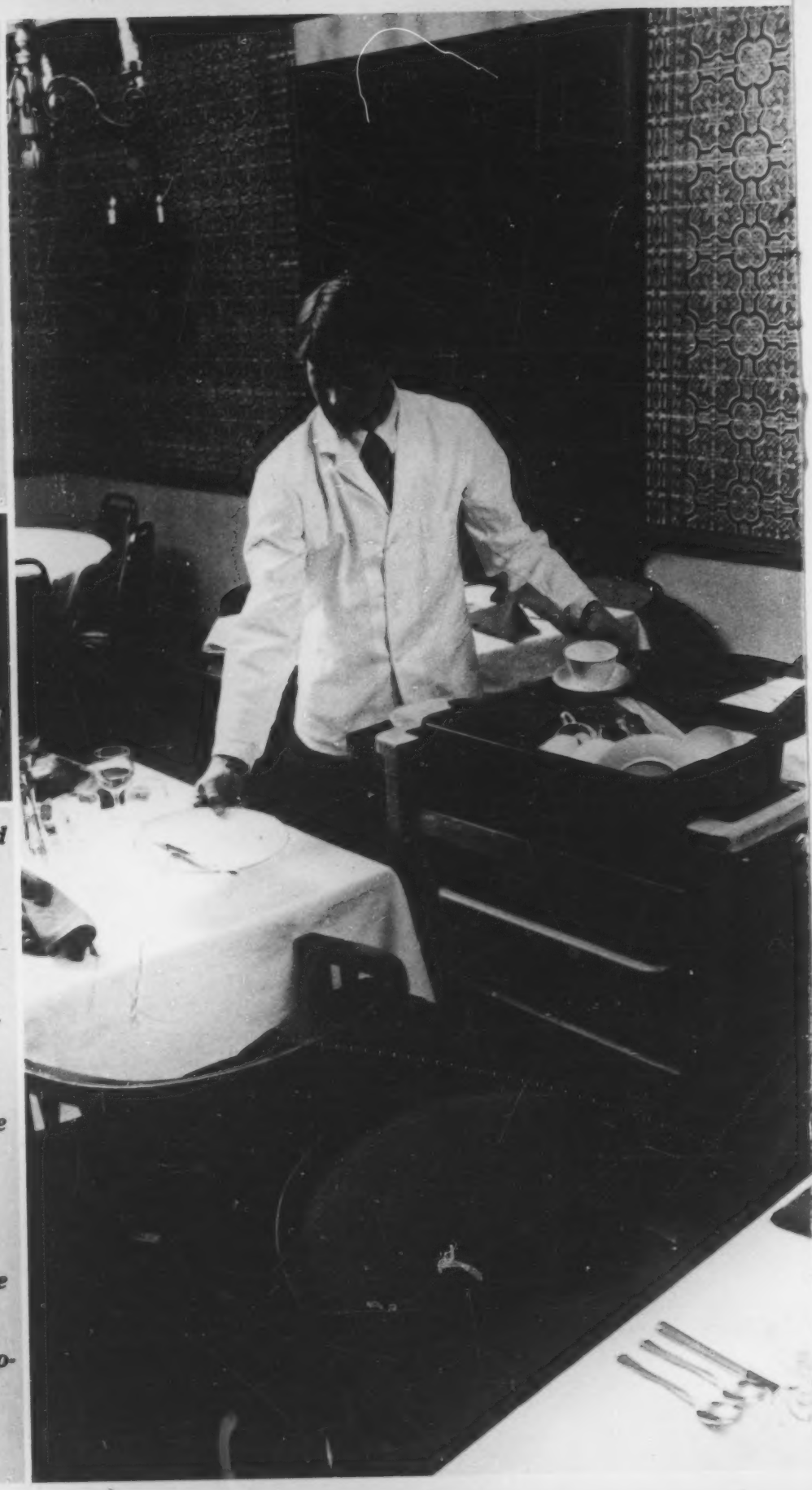
Busing Tables

The beginning of a future

The restaurant industry is filled with presidents, owners and managers who have lived their own variation of the Horatio Alger story. Starting out at the lowliest rung of the food-service ladder—often at a very young age—bright, hardworking buspersons have climbed their way up the industry ladder.

Not all successful restaurant owners and managers began by busing tables, but those who have have gained a special understanding of the industry and what it takes to make a restaurant run. They have seen almost every job in a restaurant from almost every point of view. In many cases, the experience has helped them become more compassionate and effective managers when they have reached the upper levels.

Many who worked their way up from busing tables claim that their first job hooked them. After seeing the excitement and the pace of the business, they knew they had found their niche. The dirty dishes and the monotonous placesetting was only a short-term job; they saw the future ahead with all of its promise.



Terry Simon, banquet manager at the Sundial Beach and Tennis Resort in Sanibel Island, Florida, started busing tables 11 years ago at the age of 13. "It had its ups and downs, but it was a good way to make money and meet people." Although the pay was not great, "any type of money (at that age) was a lot."

Simon, who has rapidly advanced in her present company from hostess to dining room captain to assistant restaurant manager and finally to banquet manager (all by the age of 24), credits her success to getting an early start. "I got a chance to try a lot of different jobs (in the restaurant field) and find out what I liked," she says.

"When I was young, I didn't plan on staying in the restaurant business. I wanted to get into the education field," Simon explains. "But when I left the hospitality industry for six months or so, I really missed it. That's when I knew that I had found my niche in life."

Simon maintains that her experience working her way up from busing tables helped her become a good manager. "My experience has helped me with hiring, training and motivating," she says. Simon says she also finds it easier to explain things to employees because she can remember having to learn the same types of things when she was getting started.

★★★

Stu Cohen was 13 years old when a close buddy got him a job busing tables at a Philadelphia ice cream parlor. It seemed like a great deal. In 1962 he made a dollar an hour clearing tables on the weekends. "I enjoyed it from the start," says Cohen, who, 25 years later, now owns restaurants in three states. "I liked the pace and excitement as well as working with people," Cohen says, explaining how he got hooked on the restaurant industry.

By age 15, Cohen was acting as an assistant manager (although they didn't use that title back then, he says). The people he worked for opened a deli, and he started working there part time.

For a period of time Cohen left the restaurant business. "I was a singer in a band, drove a cab, went to college, got married and moved to Wilmington, Delaware," he says, explaining his long route back to restaurants.

In Delaware he helped his uncle start a restaurant. Using his knowledge of restaurants to complement his uncle's knowledge of pizza, the two found success. Cohen acted as manager for the restaurant until the ripe age of 22 when he started his own operation in Newark, Delaware. Ten years later he opened his second restaurant in Elkton, Maryland, and later his third in Exton, Pennsylvania. His chain of three restaurants is called Chat 'N Chew Family Restaurants.

★★★

Christopher Conroy used his first job to decide what career path to follow. While in high school in Mt. Kisco, New York, Conroy bused tables for a couple of months before moving on to a job as a dishwasher. As lowly as the job seemed Conroy saw something positive in the experience. "It was definitely exciting—the pace and the people. When you're a busperson, you look up to everyone," he says.

The experience helped Conroy make up his mind to pursue a career in the restaurant industry. Right after high school, he entered Cornell University's School of Hotel Administration.

Now, at age 25, Conroy manages the nine-unit Elephant Bar and Restaurant in Santa Barbara, California. This is his second full-time industry job. Right out of college, he got a lucky break and became manager of special projects at Carrows Restaurants in Santa Barbara, but he soon decided he needed to get back into actual restaurant management. "Managing (The Elephant Bar and Restaurant) is my stepping-stone. Basically, to do anything (in the restaurant business) you have to experience running a restaurant."

★★★

Paul Cunningham has relied on the experience of his humble beginnings as a busperson many times since he became manager at Shreiner's Restaurant in Fond du Lac, Wisconsin. He sees in many of his young employees the same teenager he was a decade and a half ago, and this insight provides him with a great deal of compassion and understanding.

Cunningham's restaurant career started in 1969 when he was a 15-year-old in band class. Cunningham heard a fellow musician say he was quitting his job at Shreiner's, Cunningham's favorite childhood restaurant. Cunningham knew right then he wanted the job. With a little convincing and cajoling, he found himself busing tables and washing dishes at the same restaurant where he had eaten often with his parents.

At a $1.30 per hour, most people would not say Cunningham had the ideal job—but he was happy. He already knew he belonged there. But if he belonged there, he wanted the chance to move up.

One day, a 17-year-old Cunningham timidly approached Bernard Shreiner—a very impressive and seemingly intimidating restaurant owner. "Mr. Shreiner, I want to talk to you. What's a guy got to do around here to get a raise?" the young boy asked in a shaky voice.

Shreiner, now on the board of directors of the National Restaurant Association, calmed the young worker down and asked to know more. Cunningham quickly blurted out the whole story: "I want to be a short-order cook, and I want to go to college at The University of Wisconsin at Stout."

Shreiner took charge. He contacted the Wisconsin Restaurant Association for information. He also promoted Cunningham. "I knew right then I was going to be manager of Shreiner's one day," recalls Cunningham.

Before Cunningham left for college, he promised to return each summer and to work at the restaurant after he graduated.

For three summers he worked 60 hours per week training in all aspects of the restaurant. "I worked my way through all the positions. I worked a minimum of six months at any one position—but I worked at many concurrently." Cunningham also worked hard in school. He took extra credits each semester and graduated in three and a half years. He joined Shreiner's full time as assistant manager in January 1976. He was, by all accounts, the "corporate son."

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Cunningham believes his experience working his way up through the ranks has been crucial to his success. "Anyone who hasn't done it for a significant period of time misses a lot," he says. "You have to do it long enough so that you never forget what it was like."

Cunningham says having that experience is important for two reasons: "So employees can't pull the wool over your eyes and so you have some compassion and understanding. Employees should know that you've 'been there.' Anyone who misses that is cheating themselves," he says.

★★★

Irving Cohen (not related to Stu Cohen) has worked at the Concord Resort Hotel located in Kiamesha Lake, New York, since 1940, when he got his first job busing tables. Initially, he had not thought of staying in the field for life, "But I couldn't afford college, and I needed money. I just went along day by day," he says.

Even then, Cohen says he was happy at the family-operated hotel: "I had the opportunity to do what I wanted." In his first few years, Cohen advanced rapidly. After busing tables, he worked in the kitchen and then waited tables. But when the maitre d' took sick, the restaurant needed someone in a hurry. Cohen took his first big step forward and filled the shoes of the maitre d'.

Since then, Cohen says, "The place has grown a great deal, and I have learned to grow with it." Now the food and beverage director for the hotel, Cohen says that "each step (through the ranks) was a jump. I always knew I was only as good as today." Cohen says an important part of moving up is to accept each challenge eagerly and to try to meet it head on.

Cohen says he has noticed restaurant workers change in the 47 years he's been in the business. "A few years ago (workers) were a little more concerned," he explains. "Now there are so many jobs, workers don't seem to care as much." As usual, Cohen has learned to adapt to the changing times. "Now you have to motivate workers; I motivate with courtesy." ❑

Other ways to the top

Restaurant success stories

It is still possible to rise to the top in the restaurant business. All it takes is a passion, a willingness to take risks, lots of hard work and a creative vision. Although there are no molds for how to do it, these operators exemplify the kind of enthusiasm and dedication it takes.

Julie and Ruediger Flik

William F. Pompa
President, Mr. Subb, Inc., Cohoes, New York

When William F. Pompa started as a counterperson in a small submarine sandwich shop in 1971, little did he know that within 10 years he would own a chain of 11 sub shops. "I had just gotten out of college with a degree in math and a minor in computer science," recalls Pompa, now president of Mr. Subb, Inc. in Cohoes, New York. "I half-heartedly looked for a computer science job, but everyone wanted someone with experience, and I had none," remembers Pompa. "So, instead, I took a job as a manager/trainee with Wald's Subs because it seemed interesting." That interest turned to a passion, and Pompa worked as if he owned the company. That effort paid off. Soon he was a supervisor with an office and a company car, and he had six stores to manage.

But that wasn't enough. Four years after starting with Wald's Subs, Pompa went to a competitor "because they were in trouble, and they offered me a 10 percent share of the business," he recalls. "I took a $50-a-week pay cut and gave up the office and the car to start working behind the counter again. But it was an opportunity to make the company into something."

Pompa isn't one to rest on his laurels, however. In 1982 he ventured into a different aspect of the restaurant business. He opened a theme restaurant. "It was along the line of a Bennigan's or T.G.I. Friday's, but, of course, it was on a shoestring budget. And it took a lot of time," he recalls. So much time in fact that Pompa's wife brought their Easter dinner down to the restaurant. But, notes Pompa, "At least I can say I did it, and the reward was not only in the dollars that I made when I sold it, but also in the satisfaction I got from doing it."

Pompa attributes his success to "not being locked into certain stereotypical ways of doing things. I do unorthodox things. When I went into fullservice, for example, I applied fast food techniques I had learned from my experience in the sub business. And I think one of the successes of my fullservice restaurant was that it was known for its consistency."

Jeffrey A. Wolpert
President, Steaks Sophisticated, Gatlinburg, Tennessee

Rising from a summertime short-order cook in college to owner of four steakhouses by age 29 proves once again that age is no obstacle to success in the restaurant business. Today, Jeffrey A. Wolpert is president of Steaks Sophisticated in Gatlinburg, Tennessee, and he operates four Peddler's Steak Houses (200 seats each). In 1976 Wolpert was a pre-med major in college in search of a summer bartending job at the beach. But he struck out because he had no bartending ex-

perience. Instead, he found a restaurateur who gave him a chance as a short-order cook at his marina operation. "Actually," says Wolpert, "I was cook and served the counter, too. And I had to go in at 3 a.m. to make the coffee for the fishermen who came along at 4 a.m. I realized right away how satisfying the work was. For so little effort, I could make people happy," says Wolpert.

"I went back to college, changed my major to business, and the next summer got the job as bartender," notes Wolpert. After graduation, Wolpert signed on as manager/trainee with Peddler's Steak House, the company he now owns. "There was a group of investors in my hometown, Marion, South Carolina, who had bought the franchise for the state of Tennessee. They knew I wanted to go into the restaurant business and offered me the management training position," he explains.

Wolpert got his first break six months into training when the company had problems at its Gatlinburg store. "The Gatlinburg store is in a seasonal area, and they moved me there in the off-season until they could get a 'mature manager.'" Wolpert seized the opportunity. "I knew I was in the driver's seat," he recalls, "and I started to put the restaurant in the black for the first time in the off-season." Despite this success and being named manager earlier than scheduled, the company began to have problems.

By 1984 Peddler's was down to five stores (from 13), and Wolpert, disillusioned, was selling real estate on the side. "The Gatlinburg area was booming," tells Wolpert. "I was working full time during the day selling real estate, making more money than my night job at Peddler's. At this point the major stockholder of Peddler's suggested a way for me to buy him out." Wolpert jumped at the opportunity.

Wolpert notes that he could not have accomplished the buyout without the help of the local bank. "The bank helped structure my business plan, suggested that I put aside more working capital and recommended a C.P.A. firm which specialized in small business development—all of which helped me."

Ruediger Flik and Julie Flik
President and Vice President, Flik International Corp., Mamoroneck, New York

Ruediger Flik's "only in America" story begins in 1963, when at age 23 he arrived alone in this country from Germany with an eighth grade education, a chef's background, a blue suit, pointy black shoes, $50 and a 100-word English vocabulary. Twenty-five years later Flik owns his own foodservice management company with 50 dining facility accounts, 550 employees and projected sales of $20 million for 1987. Most recently, he has opened four restaurants of his own, named Tiffany's Table after his daughter.

Flik started as a desk clerk at the Drake Hotel in Chicago and then traveled to San Francisco, where he was maitre d' at a restaurant in the San Francisco Hilton. At the Hilton he met his wife, Julie, a recent graduate of Cornell's Hotel and Restaurant School. After their marriage, the Fliks spent a year managing a restaurant and inn on Long Island, New York. "But it just was not that gratifying being at everyone's beck and call till 3 a.m.," recalls Julie Flik.

Instead, the Fliks chose the corporate world. First at Howard Johnson's, and then at Saga Corporation, Flik fine-tuned his management skills and gained valuable experience running university dining facilities which eventually led to his own business.

In 1971 he took the leap to independence. "I was director of Saga's operation at Marymount College in New York when I decided to make a blind call on my own to Sarah Lawrence College in Bronxville, New York," says Flik. "The timing was perfect. They were looking for someone, and they became my first dining account." Flik proudly notes that he has the account to this day.

Julie Flik believes her formal restaurant school training at Cornell has always been an asset. Even during the years when her children were little and their company was rapidly growing, Flik recalls the value of her formal schooling in restaurant management: "I could not be on the job physically, but I was always there to discuss business decisions with Rudi."

The Fliks recognize that their continued success depends on the enthusiasm of their employees, and they have nurtured that enthusiasm along. Recently, as an added incentive for ambitious employees, they began offering managers a piece of the business once they achieve certain predetermined targets.

Gen LaGreca
President, Hospitality Industry Training, Golden, Colorado

Gen LaGreca, president of Hospitality Industry Training, a foodservice consulting firm in Golden, Colorado, was working on her Ph.D. in philosophy at Columbia University and waitressing at Beefsteak Charlie's when she put together her own training program for servers. "I just took my methods for selling which had become a game for me and copyrighted them into a little 25-page booklet. I immediately won an award for the program, and within six months I was named director of training for Beefsteak Charlie's. I liked the opportunity because I enjoyed working with people and people problems," recalls LaGreca.

But the company was in Chapter XI, and LaGreca opted to move to the World Trade Center Restaurants, which included the well-known Windows on the World among its 22 facilities. "I was with them for five years," says LaGreca. "I started out by supervising their training efforts and quickly developed many train-the-trainer programs for both managers and staff. I was always learning a lot. It was a good experience, and I got a lot of exposure."

But moving up within the company was not enough. LaGreca wanted to try consulting. "I think it takes a certain attitude to start your own business and make it succeed—a stick-to-it attitude," she contends. "When I first tried the consulting world, I still had to wait on tables. But each year I doubled and tripled my business. It is mushrooming now, and I have two people working for me."

LaGreca warns, however, that it takes time: "I made calls and sent letters the first year, and maybe eight months later someone would get back to me. I would say it takes a good five years to get a business going." *—Kathy Boyle*

A Guide to Developing Effective OPE

by John Frankovich and Dean McMann

The time requirements of operating a restaurant or group of restaurants make it difficult for management to stay involved in every aspect of the operation. Therefore, it is common for restaurant operators to rely on information systems to assist them in monitoring the organization. Food costs and payroll are monitored closely by operators because they directly affect profits. Other often overlooked variables, such as service and menu items, can be just as important in maintaining profits. If food is served too slow or too fast, for example, an operator could lose customers, thereby cutting future profits.

That is why information systems must go beyond the reporting of budget variances and productivity statistics, so operators can react to their critical business activities. Thus, they need an information system that reports operational information as well as financial data. This type of information system is often called an operational reporting (OR) system, and it is becoming increasingly popular in the foodservice industry.

Operational orientation

An OR system monitors key aspects of the restaurant and produces meaningful feedback to management. It assists management with practical decisions. For example, suppose a manager wants all meals cooked in less than seven minutes because he or she knows that customers visit the restaurant for speedy service. By using length of cooking time as a variable in his or her OR system, the manager will constantly be monitoring an item that is important to the restaurant's success. If cooking time becomes too lengthy, the manager may decide to make changes, which could include firing slow cooks or eliminating foods that are difficult to cook. This, in simple terms, is one way an OR system can work. Put another way, a well-structured OR system can provide restaurant management with three significant benefits:

- **Assistance in making decisions.** Operators are frequently faced with problems that require immediate solutions. An OR system can provide management with up-to-date information about each area of the organization. Therefore, managers can react with more confidence when faced with unanticipated problems.
- **Assistance with operations management.** Exposure to the key aspects of the restaurant operation enables management to anticipate where and when adjustments will be needed. In such cases, management can schedule adjustments to prepare for smoother transitions.
- **Support for long-range planning efforts.** Management has the ability to monitor internal and external trends and plan directional changes. With this insight, it becomes easier and more productive to effectively implement new strategies, such as expansion, contraction or repositioning.

As these benefits are realized, the organization should begin to achieve financial improvement in some or all of the following areas:

- cash requirements forecasting
- closer cost monitoring
- more accurate budgeting and
- higher profits.

It takes time to begin

A restaurant interested in developing an OR system should be aware that its startup involves a considerable amount of time and, in some cases, may take months to complete. Because it affects every department, it must be supported by top management.

Phase I

The process of developing an OR system consists of two phases. Phase I involves the identification of the organization's requirements, which describe exactly what the completed system should accomplish. Meeting these requirements becomes the goal of the system development effort and usually includes these four steps:

- **Selecting a planning team.** A team should be organized of three to five people who are respected within the organization, cognizant of the various operations and dedicated to the project on a full-time basis. At least one member of the team should be an independent party who is experienced in developing this type of system, but not a member of the restaurant. This individual would facilitate the process by providing fresh and unbiased ideas.
- **Identifying the critical success factors.** Each operational area, including its specific tasks, must be identified and described in detail. The completed list of these tasks comprises the restaurant's Critical Success Factors (CSFs). These CSFs are extremely important because they ultimately become the factors which will be monitored and evaluated by the OR system. CSFs will vary depending on the type of restaurant. An upscale restaurant probably would not list food preparation time as a CSF, while a fast food restaurant would probably make it a high-priority CSF.
- **Developing the CSF monitoring procedures.** Once the restaurant

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RATIONAL REPORTING

has a clear understanding of its CSFs, the team can then identify attributes of each CSF in order to develop the specific monitoring procedures. These procedures will define who, what, when and how information is to be gathered and reported.

□ **Drafting the requirements document.** The requirements document should state each CSF and its related evaluation procedures in a manner that can be used by the system development team. This document should be reviewed and approved by management.

Phase II

The second part of establishing an OR system involves its actual development. The CSFs should include the key attributes of each significant business activity the restaurant performs. At a minimum, it is important to examine the following areas:

□ **Vendors and suppliers.** The selection of suppliers and the monitoring of their services greatly affect the success of the restaurant. Few other industry management personnel are as dependent on the quality and timeliness of their suppliers.

□ **Meal quality.** Each establishment must strive for the highest level of quality within its market limits. The consistency of that quality may mean the difference between loyal customers and those who never return.

□ **Service.** Developing and monitoring service quidelines are essential for success.

□ **Menu management.** All restaurant organizations should monitor changing tastes and trends. The quality of the information used in menu management must consistently be examined and challenged.

□ **Employment management and productivity.** It is essential to identify quantity and quality goals for each position. Equally important is the close monitoring of the organization's ability to meet its goals.

How to develop Critical Success Factors (CSFs)

The activities of the project team assigned to develop the CSFs can be organized into three phases:

I—Discovering success issues

During the discovery phase of the project, the team's goal involves researching and becoming familiar with the organization and its competitors. Some of the issues might include:

□ Conducting interviews with personnel from all levels of the organization

□ Visiting sites managed by the enterprise and

□ Obtaining a working knowledge of competitive establishments.

II—Assembling the CSFs

During the data assembly phase of the project, the team organizes the CSFs in order of importance. The CSFs are then drafted into a review document with corresponding priority rankings, which is submitted to the key managers for review.

III—Selecting the CSFs

After management has reviewed the CSFs to be included in the project, it is important to select no more than 25 to allow for in-depth concentration on each factor.

How to design and monitor the reporting procedures

Once the team has gained an understanding of the CSFs, it can begin developing the information monitoring and reporting procedures. The objective of this activity is twofold: (1) to identify the information that will be collected about each CSF and (2) to develop a simple means of gathering and reporting the information. This process of developing the monitoring and reporting procedures also involves three phases:

I—Identifying the significant data items

During this phase, each business process is diagramed, and the discrete stages in each activity are identified and noted on the diagrams. Then, each stage is analyzed to determine all the required data items.

II—Developing a schematic of the data-gathering process

Once all the data items are identified, a schematic of the data-gathering process is developed. This schematic includes the individual(s) responsible for the information and the anticipated availability data.

III—Developing the system design when a computer is available

In this step, input forms are developed for each group of data items. These forms should be precise and easy to use. During this phase a list of required reports and their frequency also should be developed. Then, the system should be put through a series of vigorous tests to assure that the program and system are functioning properly.

In sum

Operational reporting can give an organization the ability to improve the business management of its restaurant(s). Developing an effective operational reporting system requires a dedicated management team, sufficient capital and a commitment to invest the time necessary to make the project work. The net payoff, however, ultimately results in a smoother, more profitable restaurant. ❑

#88

Sing-along

You probably never realized it, but the hospitality industry has been the inspiration for many classical, popular and country-and-western songs. I can't do justice to them all, but here are the top 40 that can be "attributed" to the hospitality industry.

1. The restaurant operator who took lamb off his menu because of its escalating costs wrote, "I Know I'll Never Find Another Ewe."

2. When a restaurant operator asked his distributor how much product he'd have to buy before he got a quantity discount, he was told, "Sixteen Tons."

3. An Atlantic City hotel desk clerk told a guest his room was located "Under the Boardwalk."

4. The accounts payable manager of a multi-unit firm told the credit manager of a supplier firm when he would get paid: "The Twelfth of Never."

5. When asked to describe the current fashion in service staff attire, a uniform manufacturer replied, "A White Sport Coat and a Pink Carnation."

6. The executive who repeatedly got no answer when he called his office wrote, "Wake Up Little Suzie."

7. A highly successful entrepreneur who, when asked how she did it, responded, "My Way."

8. The 11:00 p.m. to 7:00 a.m. manager of a 24-hour coffeeshop wrote, "Oh, Lonesome Me."

9. When he asked where his new territory was, the new foodservice manufacturing sales rep was told, "Wolverton Mountain."

10. A retiring executive announced at his retirement party, "It's My Party, and I'll Cry If I Want To."

11. Three months after taking a new position, an industry association executive wrote, "I'll Never Smile Again."

12. When asked what his favorite dish was, the Cajun chef replied, "Jambalaya."

13. When the recruiter arrived at an HRI school and saw the number of signups, she asked, "Is That All There Is?"

14. When asked to describe his office, the foodservice equipment manufacturing supervisor responded, "Four Walls."

15. After spilling a bowl of soup on a patron, the waiter sighed, "Ain't That a Shame."

16. The operator who called the distributor frantically for the overdue order, asking when he could expect delivery, was told "Shrimp Boats Are A Comin'."

17. When asked how he accommodated so many bosses, the club manager responded, "I Walk the Line."

18. When asked how he felt on the day he lost his key staff, failed the health department inspection and discovered his food cost was 87 percent, the operator moaned, "Heartaches by the Number."

19. When the patron, who had been waiting for 20 minutes, asked if she could have some service, she was told, "Que Sera Sera."

20. When the HRI students asked who their new quantity foods professor was going to be, they were told, "The Little Old Lady from Pasadena."

21. The bartender, when asked what drink he enjoyed preparing most, said, "Orange Blossom Special."

22. When the district manager asked where his next assignment would be, he was told, "Somewhere over the Rainbow."

23. The man was eating meat and the woman was eating seafood, so the sommelier recommended "Cracklin' Rosie."

24. When asked where the money was, the cashier, who was perpetually short, said, "Three Coins in the Fountain."

25. When confronted with a non-performing employee, the manager told the assistant manager, "He'll Have To Go."

26. When the multiunit chain operator asked his interior design department to recommend a decor package for a renovation project, she was told that it was a toss-up between "Blue Velvet," and "Chantilly Lace."

27. When an arriving and departing group of conventioneers were caught at a hotel during a snowstorm, the hotel manager told his staff they would have those "Moments To Remember."

28. The banquet waiter, who had just slipped on a banana peel, cried out, "Please Help Me I'm Falling."

29. The human resources director titled the new employee orientation videotape "Stranger in Paradise."

30. When asked what kind of an inventory he kept, the saloonkeeper replied, "100 Bottles of Beer on the Wall."

31. The chef/owner of a 24-hour diner wrote, "Home, Home on the Range."

32. The waitress, noticing three unruly children at her station, came forward with "Lollipop, Lollipop" and "Tutti-Frutti."

33. After repeatedly negotiating with a meat processor, the food broker wrote, "How Much Is That Doggie in the Window."

34. When asked what his favorite confectionary was, the baker answered, "American Pie."

35. When the foodservice director's second in command walked out 30 minutes before the start of a 500-person alumni banquet, the director said, "You Picked a Fine Time To Leave Me, Lucille."

36. The members of a local magicians society were crowded around the door. The banquet hall manager finally said, "Send in the Clowns."

37. When the cruise ship steward asked where the chef was, he was told, "Michael Rowed the Boat Ashore."

38. When the salad prep was asked what he was doing to the Caesar salad, he said, "Tossin' and Turnin'."

39. When an out-of-work manager couldn't get anyone to write a recommendation, she wrote, "I'm Gonna Sit Right Down and Write Myself a Letter."

40. After a maitre d' seated 24 people at her station in a 5-minute period, the new server called to a colleague, "Help Me, Rhonda."

Fisher's Law #88: ***A well-managed organization is like a melody; it hums along.***

More lunch options for working consumers

New data show the lunch market for employed consumers is changing and that the competition for midday lunch business is fierce.

What's for lunch? This question is considered daily by more than 100 million employed Americans. Although the answer sometimes turns out to be nothing, most daytime workers take time out of their busy days to eat lunch.

The peanut butter and jelly sandwich brought from home now shares the lunch menu with frozen entrees prepared in microwave ovens, fast food hamburgers and pizza, salads from the grocery store, deli sandwiches prepared in the employee cafeteria and hot dogs from the local convenience store. As the number of lunch options increases, so does competition, presenting new challenges to foodservice operators.

A National Restaurant Association Gallup Survey conducted in the fall of 1987 reveals some interesting facts about the lunch market for employed consumers. Specifically, the survey sought to determine:

- workday lunch habits
- where lunch is purchased
- services or equipment available for lunchtime use
- satisfaction with employee cafeteria/dining room when available and
- length of time taken for lunch.

The working lunch market

According to the survey results, purchased lunches rival brown bags for top market share. In an average workweek, 48 percent of all those employed during the day bring their lunch from home at least once a week. Lunch is purchased or eaten out at least once a week by 56 percent of all daytime workers. Smaller proportions of employees eat lunch at home or skip lunch once a week, 28 percent and 21 percent, respectively. In an average workweek, lunches for daytime workers are roughly divided as follows:

- brought from home—35 percent
- purchased or eaten out—35 percent
- eaten at home—15 percent and
- skipped—14 percent.

Dining patterns seem to be closely related to a worker's age, income, educational status and occupation. The likelihood of purchasing lunch increases with both income and education. Workers with a college education and incomes of $30,000 or more are more likely to buy their lunch or dine out than are those with less than a high school degree or workers with low to moderate incomes. In addition, individuals employed in professional or managerial positions show a higher incidence of purchasing lunch than do blue-collar workers. Young workers are more likely to eat lunch out than are older ones.

Skipping lunch also seems to be influenced by these demographic characteristics. Workers at the highest and lowest ends of the income scale are more likely to forego lunch than are workers with more moderate incomes. Likewise, those at opposite ends of the education spectrum show a somewhat higher incidence of skipping lunch than do high school graduates. Blue-collar workers, overall, show the highest incidence of skipping lunch.

Demographic differences between those who bring lunch and those who purchase lunch

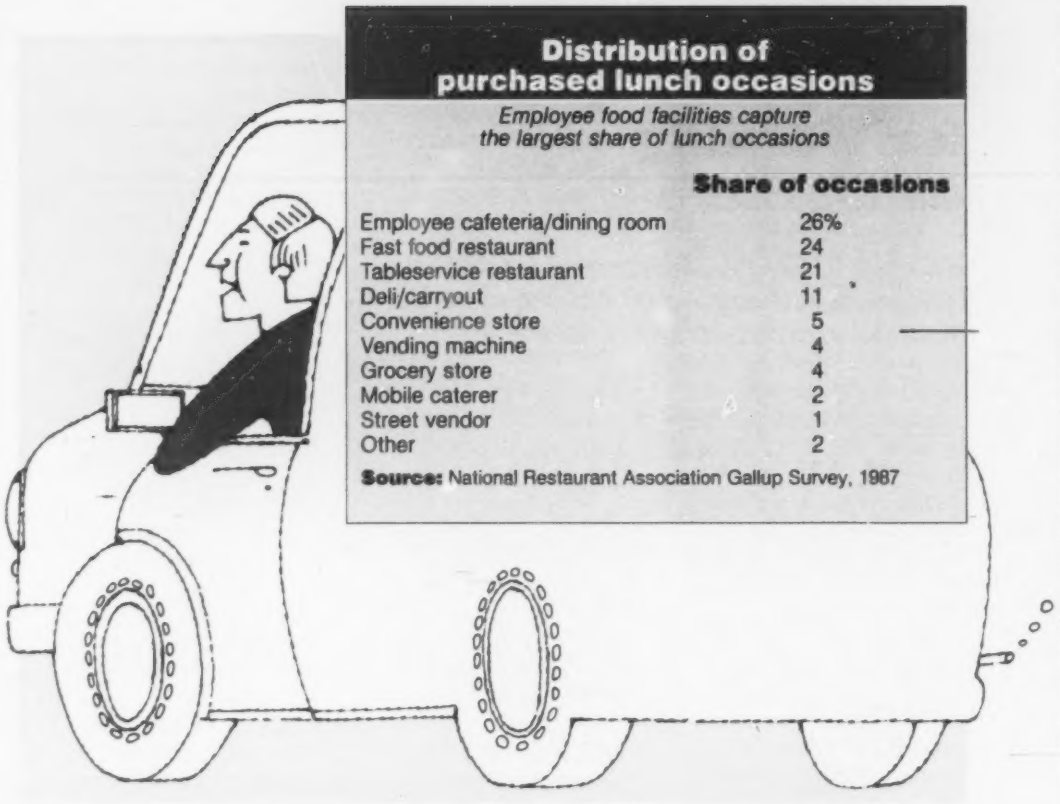
The most frequent users of restaurant food at lunch are young consumers, those earning high salaries, college graduates and professional/managerial staff

	Proportion who frequently*	
	Bring lunch from home	Purchase or eat lunch out
Age		
18 to 24-year-olds	25%	31%
25 to 34-year-olds	27	27
35 to 49-year-olds	30	23
50 to 64-year-olds	34	20
Annual income		
Under $15,000	22%	15%
$15,000 to $19,999	37	24
$20,000 to $29,999	32	22
$30,000 and over	27	29
Education		
Less than high school	40%	19%
High school graduate	29	23
College graduate	25	30
Occupation		
Professional/managerial	26%	28%
Clerical/sales	31	24
Blue collar	31	22
Other	24	20

**Four to five times in an average workweek*

Source: National Restaurant Association Gallup Survey, 1987

Dining patterns may be influenced by the amount of time available for lunch as well. The majority of working people reported having about 30 to 45 minutes for lunch. However, the profile of those workers who eat out or purchase lunch frequently is markedly similar to that of those with lunch periods of 45 minutes or longer. That is, workers who indicated that they have at least 45 minutes for lunch were better educated, younger and had higher incomes, in general, than did those who spend less than 45 minutes a day at lunch. For example, 43 percent of daytime workers with incomes of $30,000 or more spend 45 minutes or more at lunch. In contrast, just 22 percent of workers in the lowest income bracket have 45 or more minutes available for lunch.



Distribution of purchased lunch occasions

Employee food facilities capture the largest share of lunch occasions

	Share of occasions
Employee cafeteria/dining room	26%
Fast food restaurant	24
Tableservice restaurant	21
Deli/carryout	11
Convenience store	5
Vending machine	4
Grocery store	4
Mobile caterer	2
Street vendor	1
Other	2

Source: National Restaurant Association Gallup Survey, 1987

Employee cafeterias available to many

Employee cafeterias are becoming an important benefit in today's workplace. More companies are exploring the possibility of providing on-site foodservice to workers. Those organizations that already have on-site foodservice operations are working to expand and upgrade offerings. The reason employers are undertaking these projects is clear; they hope to boost both office morale and employee productivity.

Results of the association's Gallup Survey reveal that 37 percent of all adults employed during the day have access to an employee cafeteria/dining room. These individuals tend to be 25 to 49 years of age, married, high school graduates and employed in professional/managerial positions and have moderate to high incomes.

Approximately one-half of all those workers with access to an employee cafeteria eat lunch there at least once a week. About 45 percent of all those who purchase or eat lunch at the cafeteria do so four to five times in an average workweek. And a surprising seven in 10 of these frequent users patronize the employee dining facility every day. Among the demographic groups with the highest proportion of frequent users are: those with household incomes of less than $15,000 (47 percent), New Englanders (46 percent), those from households of five or more persons (34 percent) and those who eat out four or more times a week (31 percent).

Satisfaction with employee cafeterias

Employee cafeterias are beginning to shed their dull images as employers introduce upbeat decors, more healthful menus and a variety of service options. At present, U.S. workers appear to be satisfied with their experiences at their company's employee dining facility. Service elicited the highest level of satisfaction among workers who have access to an employee cafeteria/dining room, while food quality received the lowest marks. More than one-half of all employees said they are very satisfied/satisfied with the service they receive at their employee cafeteria. The atmosphere and price/value offered by the employee dining room were rated highly by 48 percent and 45 percent, respectively. A slightly smaller proportion, 43 percent, indicated that they were very satisfied/satisfied with the quality of the food served.

Not surprisingly, the level of satisfaction expressed by workers with employee cafeterias/dining rooms varies by frequency of use. As might be expected, those who frequently eat in the employee cafeteria tend to be more satisfied than those who visit on fewer lunch occasions. Workers who eat at their company's employee cafeteria four to five times a week express the greatest satisfaction with the service provided. Food quality and atmosphere also received high marks from the vast majority of frequent users. On the other hand, less than one-third of those workers who never visit the employee cafeteria in an average workweek gave high ratings to food quality or the atmosphere of the facility. These two areas are also the least satisfying to workers who patronize the cafeteria only once or twice a week, suggesting that employee cafeteria operators may want to highlight any food quality or facility improvements to boost visit frequency.

Daytime workers have other on-site options

Consumers who are employed during the day have a number of other services/equipment available on-site for their lunchtime use. Included among these are microwave ovens, vending machines and mobile catering trucks. Of these, microwave ovens are the most pervasive.

More than one-half of all daytime workers have a microwave oven available to them at their place of employment. This piece of equipment is accessible to a wide cross section of workers: At least 40 percent of workers in all demographic groups reported having access to a microwave oven at work.

Vending machines containing food items are also accessible to a substantial proportion of all daytime workers. More than four in 10 of those surveyed reported having a vending machine available to them at work. However, only a small fraction of these individuals said they purchase lunch from a vending machine at least once a week. And, among those who do purchase lunch from a vending machine, more than 80 percent do so, on average, only once or twice a week.

Mobile catering trucks, unlike microwave ovens and vending machines, are quite rare. Less than 20 percent of all daytime workers have a mobile catering truck available to them at lunch. Mobile catering trucks are found most frequently among those not employed in professional/managerial or clerical/sales positions. Workers from the West and those with less than a high school education also are more likely to have access to a mobile catering truck at lunch. As is true with vending machines, only a small proportion of workers purchase lunch from a mobile catering truck, and most of these workers patronize the catering truck only one or two times a week.

Workers visit restaurants occasionally at lunch

Commercial restaurants compete with brown bags and on-site foodservice facilities for a share of the lunchtime food dollar of U.S. workers. Survey results suggest that fast food and tableservice restaurants are among the most popular sources of purchased lunches for adults employed during the day. Forty-four percent of all daytime workers who eat out at least once a week visit a fast food place on at least one of those occasions. Fast food restaurants capture 24 percent of the purchased working lunch market.

In general, employed adults patronize fast food restaurants on an occasional basis at lunch. Seven in 10 of those who purchase lunch at a fast food restaurant do so only one or two times in the average workweek. By comparison, just 13 percent eat lunch at a fast food restaurant four to five times a week. Eighteen to 24-year-olds, singles and those with annual household incomes of $15,000 to $19,999 are among the groups with the highest concentration of frequent fast food lunch patrons.

Tableservice restaurants are visited at least once a week by 35 percent of all adults who eat out or purchase lunch. As is true for fast food places, daytime workers visit tableservice restaurants at lunch occasionally. Nearly 60 percent of all those who eat at tableservice restaurants do so just once or twice a week. Tableservice restaurants do have a larger proportion of frequent users than do fast food places—22 percent visit four to five times a week. Among the heaviest users of tableservice restaurants are 50 to 64-year-olds and singles.

Deli/carryout shops and convenience and grocery stores are also vying for a share of the working lunch market. None of these operators, as yet, hold a commanding share, but all are continuing to aggressively market their offerings. Of the daytime workers who purchase lunch out at least once a week, 24 percent visit a deli/carryout shop on at least one of those occasions—giving these operators an 11 percent share of the market. Convenience and grocery stores are visited by less than 12 percent of all workers who eat out at least once a week.

In sum

American workers have a host of options available to them at lunch, and results from the association's Gallup Survey indicate that 35 percent turn to foodservice operations to provide their midday meal. The gains in employment expected in 1988 should help to boost lunchtime business. Since competition will remain fierce, however, operators should continue to monitor the behavior and attitudes of patrons to hold on to and expand their presence in the lunch market.

—Kate Conroy

CREST lunch update

According to a National Restaurant Association Gallup Survey, foodservice captures about 35 percent of the working lunch market. The following highlights from *CREST Household Report* data update the total restaurant lunch market:

- **Customer traffic** at lunch has been up for four consecutive quarters by more than 2.0 percent. The largest gain came in the 1987 summer quarter when traffic jumped 5.4 percent. This compares favorably to the summer quarter of the year before when customer counts were down 0.2 percent at lunch. Supper continues as the strongest daypart in recent quarters, posting increases in traffic of 5.0 percent or more in each of the last four quarters. Breakfast, on the other hand, is having difficulties as counts decline.
- **Quickservice restaurants** capture more than one-half of total lunch traffic. **Midscale restaurants** hold a 30 percent share. The remaining proportion is held by the **upscale segment**.
- **Takeout** is capturing a larger share of the total lunch market. Traffic for off-premises dining has been rising, posting a very healthy 7.4 percent increase in the 1987 summer quarter. During that period, 38 percent of all lunch occasions involved takeout. More diners are eating in their cars, and this has been a major factor in the expanding lunch takeout market.
- The **average check size** at lunch stood at $3.28 during the 1987 summer quarter. This represents a 2.5 percent gain over 1986. Average check size at lunch has been rising steadily for more than a year.
- **Promotions** were used by lunch patrons on 14.2 percent of all occasions in the 1987 summer quarter. Coupons were most frequently used, followed by specials.

1988 wholesale food price trends create foodservice opportunities

According to the 64th annual Agricultural Outlook Conference, held by the U.S. Department of Agriculture (USDA) in December 1987, prices for several frequently purchased commodities are expected to be below 1987 levels, and supplies of basic commodities should be generally higher.

If restaurant owners and managers make well-informed purchasing decisions in 1988, they will have the opportunity to reduce food costs. Pork and poultry prices, in particular, will be relatively low, which will, in turn, exert downward pressure on beef prices. Prices for non-citrus fruit are also expected to be lower in 1988 due to several large crops, most notably apples and pears. Restaurateurs can take advantage of the lower prices of these commodities by creating entree dishes utilizing chicken, turkey and pork. Expected lower winter apple and pear prices can be put to good use by offering desserts made with these two items.

In terms of menu prices, the USDA forecasts a 3 to 5 percent growth rate for 1988, with the increase expected to be at the lower end of that range. Prices for food away from home are up about 4 percent through 10 months of 1987. In contrast, the cost of food at home is expected to rise at a slower rate in 1988—0 to 2 percent. The discrepancy between the price increase for food away from home and for food at home is explained by the fact that wholesale food costs play a lesser role in determining menu prices than grocery prices.

Pork prices expected to tumble

The price of pork is forecast to be dramatically lower in 1988 than in 1987. From a third quarter 1987 wholesale price of $59 per cwt., the cost of pork dropped into the low $40s by November 1987. Prices during 1988 may even dip into the $30-per-cwt. range, with the average for the year expected to be around $40.

The lower price of pork should encourage greater consumption by consumers and keep wholesale beef prices down. In fact, per-capita consumption of pork is forecast to rise 5 pounds this year. Consumption of pork is even expected to grow faster than poultry during 1988.

Behind the lower pork price is a greatly increased supply. Commercial production is expected to climb 11 percent over 1987 levels. (Production in 1987 was only 1 percent above the 1986 level.) Higher pork prices in 1986 and 1987 brought favorable net returns to hog farmers, encouraging the increased production.

Broiler prices to drop

Restaurateurs can also expect poultry to be a good buy during this year. Down from 57 cents per pound in 1986 to 48 cents in 1987, wholesale broiler prices are forecast to drop to 44 cents per pound in 1988. This is the lowest price level in several years, and the combination of greater supplies and lower prices for competing meats, such as pork, will likely keep it there.

Four years of positive returns to poultry producers have stimulated the industry into heavy expansion. Following an 8 percent output gain in 1987, production is expected to rise another 5 percent during 1988. As production has risen, prices, in turn, have steadily decreased to the point where healthy returns no longer exist for some farmers. In 1987 returns were only 5 cents above the break-even point, compared to a 13-cent profit margin in 1986. The outlook for positive returns to farmers during 1988 is even dimmer, with farmers generally expected to be operating at the break-even point throughout the new year.

Turkey prices to remain low

Turkey output in 1988 is forecast to be 6 percent above its 1987 level, only a moderate gain compared to the 17 percent jump in 1987. Positive returns to turkey growers have resulted in dramatic output increases during the 1985–1987 period. This has pushed wholesale prices down to a level where growers experienced negative returns during 1987.

The momentum of output expansion will likely continue through the first half of 1988, pushing production 15 percent above the 1987 level. If the industry responds as it has in the past to negative returns, output in the latter half of the year will remain unchanged from a year ago. Thus, prices will rise as the new year progresses. Large cold-storage holdings and increased production should promote very low January–June turkey prices. Falling output later in the year is expected to push prices above 1987 levels in the second half of 1988.

Vegetable supplies up

Stronger consumer demand for vegetables was behind the output gains and higher prices during 1987. Continued demand will push vegetable supplies higher in 1988 and thereafter. Per-person utilization of vegetables, excluding potatoes, has risen over the last decade, driven by the increasing popularity of the fresh product. (See the May 1987 issue of ***Restaurants USA*** for a report on how the popularity of fresh produce has transformed the marketplace.)

Production of the 10 major fresh vegetables (asparagus, broccoli, carrots, cauliflower, celery, sweet corn, lettuce, onions, tomatoes and honeydews) was flat in 1987, but a 1.3 percent annual production increase is projected through 1990. The grower price index in 1987 was above that in 1986. In 1988, grower prices are expected to advance 2 to 4 percent due to greater demand. This demand is evident in grocery stores where produce sections have been enlarged.

Exotic vegetables becoming more familiar

Imports of vegetables have filled in the gaps in supply as consumer demand has

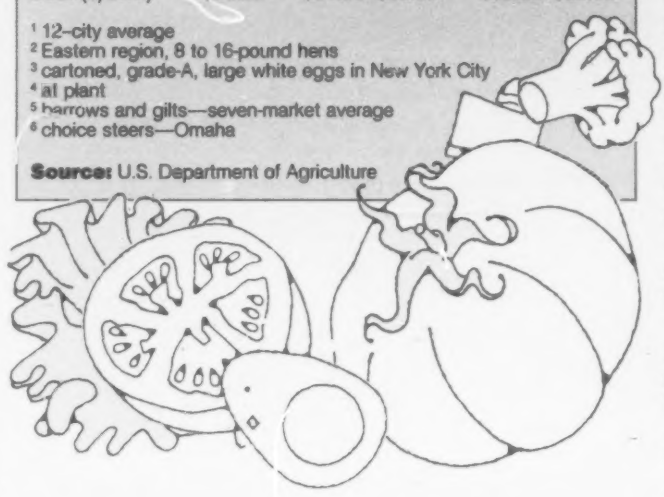
Projected wholesale food prices

Prices for broilers, turkey and eggs dropped in 1987

	1986	1987 (preliminary)	1988 (projected)
Broilers (¢/lb)[1]	57¢	47¢–48¢	40¢–46¢
Turkeys (¢/lb)[2]	72¢	56¢	51¢–57¢
Eggs (¢/doz.)[3]	71¢	63¢–64¢	60¢–66¢
Milk ($/cwt.)[4]	$12.52	$12.50–$12.75	$11.70–$12.50
Pork ($/cwt.)[5]	$51.00	$53.00–$54.00	$37.00–$43.00
Beef ($/cwt.)[6]	$58.00	$64.00–$65.00	$62.00–$68.00

[1] 12-city average
[2] Eastern region, 8 to 16-pound hens
[3] cartoned, grade-A, large white eggs in New York City
[4] at plant
[5] barrows and gilts—seven-market average
[6] choice steers—Omaha

Source: U.S. Department of Agriculture



continued to rise. Imports have also given consumers a taste of more exotic produce. Evidence of the growing interest in specialty vegetables, which include Asian, Mexican and tropical varieties, can be seen in the increased shipments of these products. Between 1980 and 1986, the annual growth rate for specialty vegetable shipments was 13 percent. In contrast, during that same period major vegetable shipments grew at a 2 percent annual rate.

While shipments of romaine lettuce and other unusual lettuce varieties have grown between 1980 and 1986, shipments of iceberg lettuce have declined. In addition, shipments of unusual pepper varieties, including red peppers, experienced 12 percent annual growth for shipments of the traditional bell pepper. Asian vegetable shipments have increased 23 percent between 1980 and 1986. Specialties, however, still account for only a fraction of total vegetable shipments—just 3 percent.

Prices up for canned and frozen vegetables

Contracted production of the four major processing vegetables (snap beans, sweet corn, peas and tomatoes) rose 5 percent in 1987. Production should continue to advance over the next few years, increasing 1 percent per year between 1987 and 1990. This growth rate is about equal to the U.S. population growth rate.

Greater production in 1987, combined with smaller average carryover stocks—the stocks of vegetables not utilized in the prior year—should boost 1988 supplies only slightly above 1987 levels. Prices for both canned and frozen vegetables are expected to remain strong in 1988 because of drawn-down stocks and the likely increase in exports.

Larger non-citrus supplies

Thanks to good weather and increased fruit bearing acreage, large supplies of almost all varieties of non-citrus fruit are expected for the 1987/88 season. Apples, kiwi fruit, pears and tart cherries should experience further increased production as those trees reach their full bearing potential.

Larger apple and pear crops should push winter prices for these fresh products lower than year-ago levels. In contrast, grape production in 1987 is expected to fall below 1986 levels because of a smaller California harvest. As a result, fresh-market grape supplies will be lower this year.

The outlook for the non-citrus processing market is mixed for 1987/88. Depleted carryover stocks are expected to result in tight supplies even though crops were larger in 1987. The price of canned fruit, therefore, should remain firm. Demand for frozen fruits and berries is likely to be stable, and, combined with a much larger supply than last year, prices should weaken.

Citrus crop recovering from freezes

The citrus crop for the 1987/88 season is expected to be slightly below last season's level because of decreased production in California and Arizona. But production in Florida and Texas is recovering from this decade's freezes. The downward trend in citrus acreage in those two states should lessen as new trees are planted. Nonetheless, production will not reach the record levels of the 1979/80 season for several years.

Prices for oranges are expected to fall this winter due to seasonally increased supplies and competition from lower non-citrus prices. Prices for navel oranges, however, will likely be above 1987 levels because of a sharply reduced California crop.

As shipments of grapefruit increase during the new year, prices are expected to fall. Domestic demand for the fresh product will likely be stable. Processed grapefruit products, in contrast have experienced strong demand, which has kept prices firm.

Beef production continues decline

Total beef production is expected to fall 4 percent during the new year, with most of the decline taking place in the second half of 1988 as grain-fed cattle marketings dip below 1987 levels.

In addition, production costs are expected to rise in 1988 from the favorable levels last year as the record feed grain stocks are lowered. But production costs should still remain below the levels recorded in 1984 through 1986.

Wholesale beef prices, however, are not expected to rise further in 1988 because large supplies of competing meats, namely pork and poultry, will hold down any further price gains. Total red meat and poultry supplies are increasingly affecting beef prices and returns to beef producers. Wholesale beef prices are expected to be in the low to mid $60-per-cwt. range during the first quarter of 1988 and to rise in the second quarter to the low $70s due to seasonal slaughter declines. Cattle marketings should pick up by the summer, driving prices down to the upper

$60s for the rest of the year.

Milk price uncertain

The price of milk in 1988 will primarily depend on the action taken on milk-price supports. If the support price is reduced 50 cents on January 1, 1988, milk prices will likely be below those in 1987 and the lowest since 1978. In contrast, if the milk support price is left alone, average milk prices in the new year are likely to be similar to those in 1987. Overall, 1988 will be a year marked by transition as the surplus problem in the dairy industry has been reduced through both the Dairy Termination Program (DTP) and support-price reductions.

Strong egg outlook

The new year is expected to bring few surprises in the egg industry. Even though prices are weak, there are no signs of production cutbacks. Since 1980, production of table-type eggs has remained in the range of 5.1 to 5.2 billion dozen annually. Wholesale egg prices are expected to be 60 to 65 cents per dozen during 1988, compared to 62 cents per dozen in 1987.

In sum

The outlook for wholesale food prices in 1988 reveals projected declines for pork, broilers, turkey and most non-citrus fruit. Beef, a staple on many menus, is forecast to continue its slide in output, but wholesale prices are expected to be held in check by the relatively low prices of competing meats. By carefully planning commodity purchases in the year ahead, restaurateurs can take advantage of the values to be found in the marketplace.

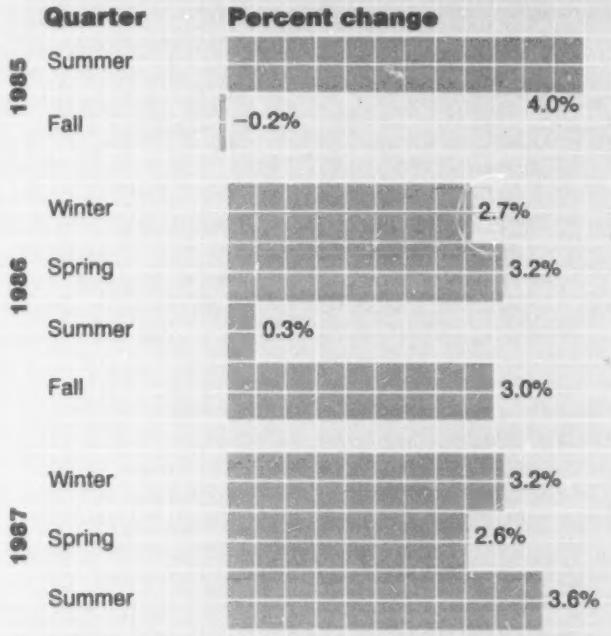
—Laurence Greenberg

June-July-August

CREST REPORT

Percent change in quarterly traffic summer 1985–summer 1987

Customer traffic rose 3.6 percent during the summer quarter



Note: Percent change is over same period of the prior year
Source: NPD CREST, *Household Report*, Summer 1985–Summer 1987

The restaurant industry turned in its strongest performance in more than a year during the 1987 summer quarter. The 3.6 percent rise in customer traffic and the 6.3 percent increase in sales were the largest gains posted during the first three quarters of 1987. The summer period marked the seventh consecutive quarter that customer traffic increased.

On-premises dining, which had slipped in the spring quarter, rose by a healthy margin last summer. Customer counts for off-premises dining were also up, but the increase was well below the 9.8 percent advance seen in the spring.

The quickservice segment continued to outperform the other segments of the industry. However, moderate-check upscale restaurants have been enjoying positive gains in traffic as well.

Breakfast was again the weakest of the three meal periods, posting its second decline in customer counts for the year. Traffic at dinner continued climbing and lunch made a strong showing during the 1987 summer quarter.

Segment summary

□ **Customer traffic** at all restaurants rose 3.6 percent during the 1987 summer quarter. Traffic for both on and off-premises dining was up, by 3.1 and 4.3 percent, respectively. The quickservice segment recorded a 5.2 percent gain in traffic. On-premises traffic grew at a slightly faster pace than off-premises traffic at quickservice restaurants—5.7 versus 4.8 percent.

Customer traffic at midscale restaurants held at its 1986 level. Both on and off-premises customer counts were flat. A 2.1 percent increase was seen in traffic at upscale restaurants. Moderate-check restaurants posted a 4.9 percent increase while customer counts declined a steep 5.9 percent at higher-check upscale places. Counts for off-premises dining rose 7.7 percent at upscale restaurants. Traffic for on-premises eating also increased, but by a much smaller margin—1.7 percent.

□ **Sales** at the nation's restaurants increased 6.3 percent, buoyed by gains in customer traffic and average check sizes. An 8.6 percent advance was seen in sales at quickservice restaurants during the 1987 summer quarter, and midscale places posted a 4.7 percent gain. A 6.3 percent rise in sales at moderate-check upscale restaurants offset a 1.6 percent decline in sales at higher-check establishments to boost total upscale restaurant sales by 3.3 percent.

□ The **average check size** for all restaurants reached $3.47 in the 1987 summer quarter—2.7 percent higher than at the

same time in 1986. At quickservice restaurants the average check size stood at $2.51—a 3.3 percent increase. The average check size at midscale restaurants moved up 4.6 percent to a level of $4.32. The average check size at moderate-check upscale restaurants reached $7.46 and was $13.38 at higher-check upscale restaurants, representing increases of 1.4 and 4.6 percent, respectively. **Promotions*** were used on 15.3 percent of all restaurant occasions in the 1987 summer quarter. Deal usage was highest at quickservice restaurants. Consumers used promotions on 16.8 percent of all quickservice occasions. At midscale restaurants, promotions were used on 12.7 percent of all occasions. Patrons used a deal on 10.9 percent of all moderate-check upscale restaurant occasions and on 13.5 percent of all higher-check upscale occasions.

Meal period summary

□ Dinner registered a healthy 6.0 percent increase in **customer traffic**, and lunch was not far behind with a 5.4 percent advance. Customer counts for on-premises dining climbed 4.5 percent at dinner and 4.2 percent at lunch.

Lunch recorded a 7.4 percent increase in off-premises counts. Takeout traffic rose 7.0 percent at dinner. Traffic for both on and off-premises dining declined at breakfast, by 1.2 and 5.6 percent, respectively. Overall customer counts at breakfast were down 2.6 percent.

□ **Lunch sales** jumped 8.1 percent during the 1987 summer quarter—the largest gain across all three meal periods. Sales at dinner rose 6.9 percent, while breakfast sales held at their 1986 level.

□ The **average check size** was up at all meal periods, with breakfast posting the largest gain—up 3.0 percent to $2.38. At lunch, the average check size was $3.28, representing a 2.5 percent increase. The average check size at dinner inched up 0.9 percent to $4.72.

□ Restaurant patrons used **promotions*** on 19.9 percent of all dinner occasions. Promotions were used on 13.0 and 14.2 percent, respectively, of all breakfast and lunch occasions during the 1987 summer quarter.

CREST has changed the way it collects information on consumers' use of promotions. The new format prompts consumers with a wider variety of promotional choices. It also allows for multiple responses to account for the use of more than one promotion on a single occasion. Consequently, 1987 summer quarter data is not strictly comparable with that of prior quarters.

The 1987 summer quarter at a glance

Customer counts and sales advanced in nearly all segments of the industry during the 1987 summer quarter

	Percent change in				
	Traffic	Sales	Average check size	Penetration	Number of households reached
Total restaurants	3.6%	6.3%	2.7%	−1.1%	1.2%
Quickservice	5.2	8.6	3.3	−0.2	2.2
Midscale	nc	4.7	4.6	1.0	3.3
Upscale	2.1	3.3	1.3	−2.8	0.6
• Moderate-check	4.9	6.3	1.4	−1.8	0.4
• Higher-check	−5.9	−1.6	4.6	−8.1	−6.0
Breakfast	−2.6	nc	3.0	−0.9	1.4
Lunch	5.4	8.1	2.5	−1.0	1.3
Dinner	6.0	6.9	0.9	−0.1	2.2

nc = no change

Note: Percent change is over same period of the prior year
Source: NPD CREST, *Household Report*, Summer 1987

What is CREST?

Launched in September 1975, the CREST (Consumer Reports on Eating Share Trends) survey is designed to track expenditures and behavior in the commercial segment of the foodservice industry, including information by type and classification of restaurant and also by meal or snack period.

Approximately 10,000 families and 2,800 nonfamily households representing demographic patterns in the United States have been selected to participate in the study. Each household is asked to record every meal and snack experience during a particular two-week period for each of the four quarters of the year. Detailed entries are required for meals eaten or purchased away from home in establishments such as restaurants, hotels and motels, fast food/drive-in places, delicatessens, refreshment stands, carryouts, coffee shops, donut shops, ice cream shops or eating places inside variety stores or other retail stores. The diary does not include any meals eaten at schools, hospitals, colleges or other institutional feeding places.

CREST information can help restaurateurs compare their operation's performance with that of the total industry as well as with specific restaurant categories (quickservice, midscale or upscale restaurants).

The CREST study can also provide valuable information concerning customer behavior, such as how much people spend. And, because it is an ongoing study, CREST information allows comparison against a standard—an aid in the development of trend analysis.

Readers wishing more information on the CREST study should contact CREST Enterprises, one of the NPD group of marketing and research companies, 1300 W. Higgins Road, Park Ridge, IL 60068-5798.

Census questionnaires due February 15

No matter what size your business is or how sophisticated your information needs are, the Economic Censuses can provide the statistical information you need.

How many fast food places are located within one mile of 18th Street and Pennsylvania Avenue, N.W. in Washington, DC? What is the sales volume of restaurants in Omaha that have an average per-person check of $10 or more? And how many of these restaurants are there?

Today, successful restaurateurs—independent operators and multiunit executives alike—need information to guide their investment decisions.

It doesn't matter what size your company is or how sophisticated your information needs are because the primary source is still the same—the Economic Censuses conducted by the Bureau of the Census.

The Economic Censuses are the major source of facts about the structure and functioning of the nation's economy. They provide essential information for government, business and the public.

Who uses census data?

Census data are used by the private sector as well as by the government for many purposes:

□ Restaurateurs often use the data in making decisions to open a restaurant or reposition a menu concept.

□ Managers need census facts for sales forecasting; analyzing sales performance; laying out sales territories; allocating advertising budgets; and locating new plants, warehouses and stores.

□ Trade and professional associations depend on census information to learn how their industries are changing.

□ State and local governments and chambers of commerce use census statistics to understand business structures and changes occurring in their areas.

□ Business magazines rely on census facts as background for many of their articles.

□ The federal government uses the data as an important part of the framework for such composite measures as the Gross National Product; indices of industrial production, productivity and price change; and monthly surveys of economic activity. All of these are essential for understanding changes in economic conditions and determining basic economic policy.

How are data collected?

At the end of 1987, the Census Bureau mailed questionnaires to many firms. The Census Bureau will process the information supplied on these questionnaires, and, during the last part of 1988, it will begin publishing the summarized results as part of the 1987 Economic Censuses.

Nearly 500 different types of report forms are used in the census, each tailored to the particular type of industry covered. Restaurants report their activities on part of the form CB-5801, "Eating, Drinking," 1987 Census of Retail Trade.

The content of the various report forms was developed in consultation with representative data users and data suppliers, trade associations, accounting organizations, the Business Advisory Council on Federal Reports and the Office of Management and Budget. The National Restaurant Association worked closely with the Retail Census staff as they designed the questionnaire for eating and drinking places.

Is the census mandatory? Is it confidential?

Title 13 of the United States Code requires that the 1987 Economic Censuses be taken and that firms complete the questionnaires sent to them. This same law guarantees that the *Census Bureau will publish no data that could reveal the identity or activities of any specific individual or firm.* It is also important to know that the Census Bureau does not turn questionnaire data over to other government agencies. Questionnaires are used solely for developing summary statistics and cannot be used for taxation, investigation or regulation.

What is your responsibility?

The number and type of report forms each company receives will depend on its size and the diversity of its operations. Each firm included in the census will be sent a small number of forms requesting company data plus separate forms for each individual establishment.

General inquiries on form CB-5801, "Eating, Drinking," include employer identification number, location of establishment, period of operation, legal form of organization, sales and other operating receipts, employment, payroll, kind of business conducted and method of selling.

Industry specific questions on form CB-5801 include seating capacity, type of foodservice and average expenditure per person per meal. The form also asks for merchandise line sales, including on and off-premises sales of meals, snacks and nonalcoholic beverages. If your records do not provide such detailed sales information, the Census Bureau will accept estimates.

The time is now

The due date for returning census forms is February 15, 1988. Extensions may be granted upon request.

You should make whatever arrangements are needed to distribute census forms within your company. It is in the best interest of the industry that we have the best information available from the 1987 census. It will be our benchmark for the next five years.

Call the Census Bureau at (800) 233-6136 if you have any questions about the census or about how to make reporting arrangements.

—Susan Mills

1 NEW ENGLAND

Location: Lowell, MA
Association member: Dag Borthen
Operation: Town House Inn
Profile: Fullservice family restaurant
In business: 3 years
Seats: 75
Meals served: Breakfast, lunch, dinner

"Business is very good. It's hopping along," says **Dag Borthen,** general manager of the Town House Inn, which is part of a 75-room hotel restaurant complex. Wang Laboratories, Inc. owns the complex and provides many of the restaurant's customers. "When Wang coughs we jump," Borthen says.

Located in Lowell, Massachusetts, the Town House Inn is one of many businesses in the area that relies heavily on Wang, which is headquartered in nearby Tewksbury. "Wang is very important to the whole city. They are the largest employer and are responsible for the growth in the area," explains Borthen. "When they had a little slowdown in business last year, everybody felt it. But things have picked up now," he says.

Lunch is the profit-making meal at the Town House Inn. About 150 people stop in for lunch on a good day, ordering seafood, pasta or a sandwich.

2 MID ATLANTIC

Location: New York, NY
Association members: Janice Fried, John Calder, George Magerus
Operation: The Ravelled Sleave
Profile: Upscale restaurant
In business: 20 years
Seats: 65
Meals served: Dinner, brunch on weekends

"Business has been good. Winter is always good," says **Janice Fried,** manager of The Ravelled Sleave. "There are more people around in the winter. In the summer a lot of people go away."

The Ravelled Sleave's rack of lamb—its signature—and seafood specials attract a loyal clientele to the upscale restaurant in New York City's Upper East Side. The restaurant's bar is also popular.

"It's a very comfortable place," says Fried. The candlelit dining room with its fireplace makes the restaurant "romantic and intimate," she says. A piano player adds to the atomosphere nightly.

Although the Ravelled Sleave has a French chef, it features American food, such as chicken, steaks and liver. A typical dinner costs between $25 and $30.

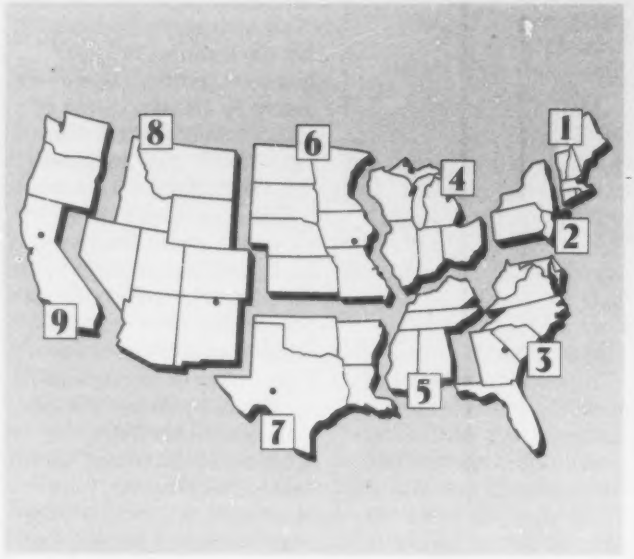
3 SOUTH ATLANTIC

Location: Augusta, GA
Association member: Susan F. Morgan
Operation: T's Restaurant, Inc.
Profile: Fullservice leisure dining
In business: 36 years
Seats: 175
Meals served: Lunch, dinner

"Business typically slows down during September, October and November," says **Susan F. Morgan,** co-owner of T's Restaurant, Inc. "With Christmas, business picks up a little, but December is still a slow month. Overall, though, business is good. Sales have increased 20 percent this year."

T's Restaurant, Inc. is undergoing a gradual renovation to make it more upscale. Recent changes include installing carpeting, replacing formica tables with wooden ones, purchasing upholstered chairs and getting higher quality china, silverware and napkins. Morgan is planning to extend this facelift to the takeout area as well. Takeout now accounts for about 25 percent of the restaurant's sales.

"You have to keep improving," says Morgan. When Morgan's father opened the restaurant 36 years ago, it had just one dining room. Today, the restaurant, which specializes in Southern fried catfish and other seafood, has grown to three dining rooms and a lounge.



4 EAST NORTH CENTRAL

Location: Marquette, MI
Association member: Joseph Fountain
Operation: Togo's Submarines
Profile: Sub shop
In business: 23 years
Seats: 15
Meal served: Lunch all day

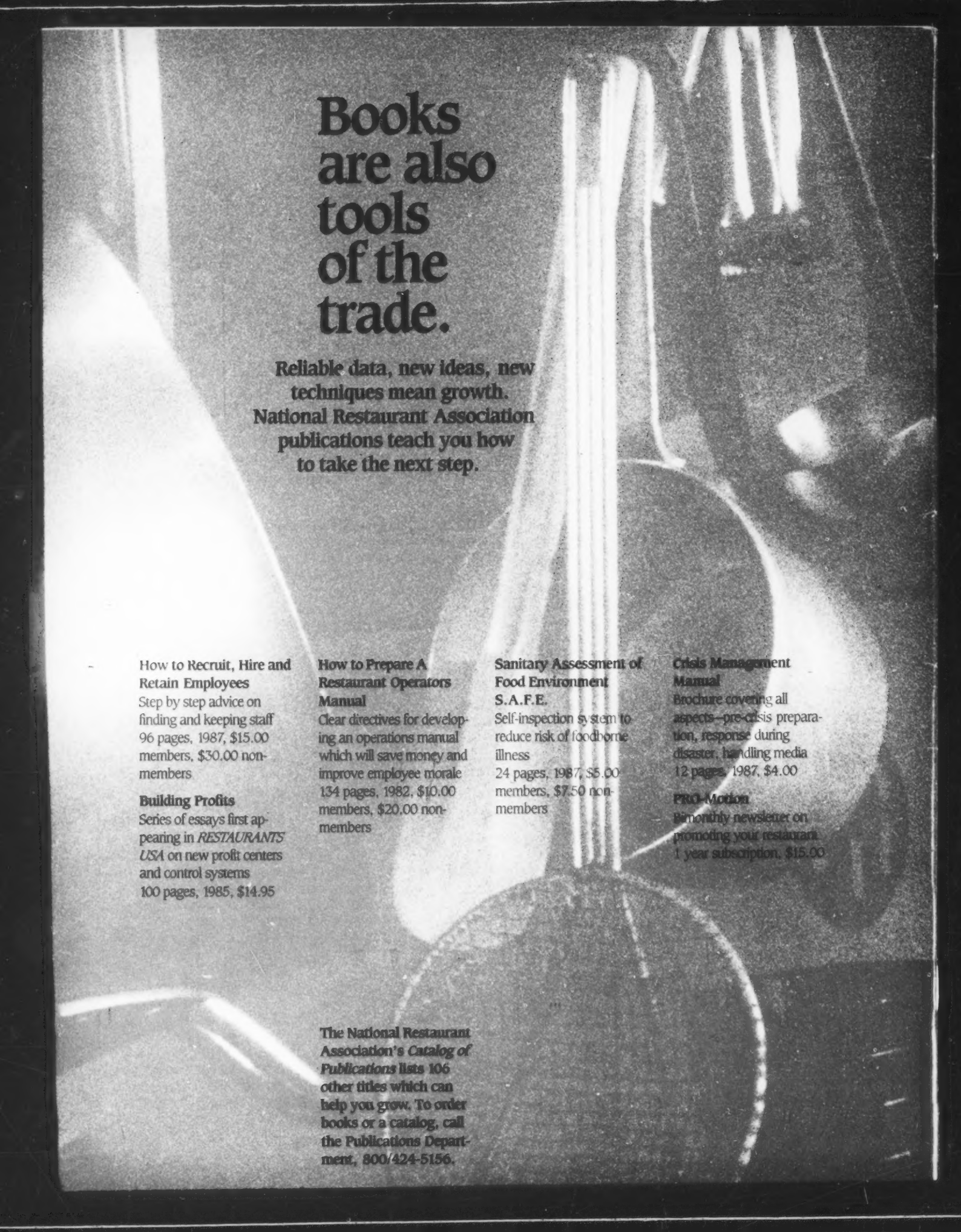
"Business is excellent. We've seen an increase every single year," says **Kathy Garrow,** manager of Togo's Submarines. Located in Marquette, Michigan, Togo's benefits from being in a college town that also attracts many tourists in the summer and winter.

Togo's offers customers 35 varieties of sandwiches, which are served on its homemade wheat or white bread. Garrow says she tries to avoid promotions and giveaways because she wants to keep prices low. A 6-inch sub still costs less than $2.

"Our big aim is to keep making Togo's more convenient," she says. Togo's offers delivery at night, which is popular among both the townspeople and college students. Customers also can call in orders and then pick them up at the window.

5 EAST SOUTH CENTRAL

Location: D'Lo, MS
Association member: Gary Hudspeth
Operation: D'Lo Restaurant
Profile: Fullservice family restaurant



Books are also tools of the trade.

Reliable data, new ideas, new techniques mean growth. National Restaurant Association publications teach you how to take the next step.

How to Recruit, Hire and Retain Employees
Step by step advice on finding and keeping staff
96 pages, 1987, $15.00 members, $30.00 non-members

Building Profits
Series of essays first appearing in *RESTAURANTS USA* on new profit centers and control systems
100 pages, 1985, $14.95

How to Prepare A Restaurant Operators Manual
Clear directives for developing an operations manual which will save money and improve employee morale
134 pages, 1982, $10.00 members, $20.00 non-members

Sanitary Assessment of Food Environment S.A.F.E.
Self-inspection system to reduce risk of foodborne illness
24 pages, 1987, $5.00 members, $7.50 non-members

Crisis Management Manual
Brochure covering all aspects—pre-crisis preparation, response during disaster, handling media
12 pages, 1987, $4.00

PRO-Motion
Bimonthly newsletter on promoting your restaurant
1 year subscription, $15.00

The National Restaurant Association's *Catalog of Publications* lists 106 other titles which can help you grow. To order books or a catalog, call the Publications Department, 800/424-5156.

A8200-1

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2/23 San Francisco, CA · 4/12 Pittsburgh, PA · 6/14 Los Angeles, CA
2/24 Anaheim, CA · 4/26 Boston, MA · 6/15 Riverside, CA
3/2 New York, NY · 4/27 Albany, NY · 6/28 Portland, OR
3/3 Nassau, NY · 5/2 Norfolk, VA · 6/29 Seattle, WA

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1/28 Oklahoma City, OK · 4/14 Wilmington, DE · 5/22 Chicago, IL
2/25 San Diego, CA · 5/19 Hartford, CT · 6/21 Burlington, VT
3/7 Washington, DC

KIM Kitchen Management is a comprehensive program on the basics of kitchen management. This seminar presents money-saving techniques for improving efficiency and productivity. The focus includes:

- Purchasing and receiving
- Food production & preparation
- Maintaining food quality
- Effective management techniques
- Food cost

1/21 Oakland, CA · 4/11 New Orleans, LA · 5/4 Detroit, MI
1/22 San Diego, CA · 4/12 Atlanta, GA · 5/5 Pittsburgh, PA
2/8 Seattle, WA · 4/14 Honolulu, HI · 5/21 Chicago, IL
2/22 Wilmington, DE · 4/18 Houston, TX · 6/6 Boston, MA
3/7 Rosemont, IL · 4/19 Phoenix, AZ · 6/7 Albany, NY
3/8 Portland, ME · 4/20 Boise, ID · 6/13 Washington, DC
3/28 Tampa, FL

MEN Menus that Sell! covers all the elements for developing a successful menu–a restaurant's number-one sales and marketing tool. From identifying poor performers and adding new money-making items to designing and laying out an effective menu, this practical program will help you take full advantage of your menu.

1/27 Ventura, CA · 4/21 Bethesda, MD · 5/21 Chicago, IL
1/28 Newport Beach, CA · 5/3 Covington, KY · 6/16 Columbia, SC

MOT Employee Motivation instructs you how to hire motivated employees from the outset as well as how to use practical incentive programs, team building exercises and employee work groups to further motivate employees in the operation.

2/22 Vancouver, B.C., CAN · 3/22 Boston, MA · 5/21 Chicago, IL
2/24 Saskatoon, Sask., CAN · 3/23 Hartford, CT · 5/24 Omaha, NE
2/26 Winnipeg, Manitoba, CAN

MRT Planning and Implementing a Restaurant Marketing Strategy focuses on the basics of restaurant marketing for increasing profit in the operation by increasing new and repeat customer trade, minimizing the risk involved with expansion as well as anticipating and resolving problems that threaten sales, growth or profits.

4/5-6 San Diego, CA · 5/21-22 Chicago, IL

OPA Operational Analysis is designed to provide specific, in-depth procedures for examining your restaurant business objectively and comparing that operation to the entire foodservice industry. The course covers both finance and management analysis to help restaurateurs identify the strengths, weaknesses and potential of their operation.

3/9-10 Atlanta, GA · 4/6-7 Portland, OR · 5/21-22 Chicago, IL

OPC Off-Premises Catering offers a complete guide to the essentials of a catering business, as well as an analysis of the common pitfalls. Focus includes: analyzing the potential market, developing new business, menu development, selecting foodservice style, developing a good cost program, production and handling, on-site staff, current trends and "signature foods."

1/20-21 New Orleans, LA · 3/22-23 Minneapolis/St. Paul, MN · 5/3-4 Baltimore, MD
2/17-18 New York, NY · 4/13-14 Westchester, NY · 5/21-22 Chicago, IL
3/17-18 Denver, CO

PCS Perfecting Your Culinary Skills combines lecture with demonstration to instruct attendees in the fundamentals of cooking techniques that improve food quality while lowering costs. Recommended as an introduction for kitchen assistants, line cooks and chefs.

2/10 Cleveland, OH · 3/28 Riverside, CA · 3/29 San Diego, CA

PFT Profitability offers all restaurant personnel with cost center accountability a blueprint for improving profits at the unit level. Profitability introduces a variety of practical and innovative operating systems, management techniques and cost control tips that can be immediately implemented in your restaurant.

1/20 Toronto, Ontario, CAN · 2/4 Anaheim, CA · 4/6 Lexington, KY
1/22 Halifax, Nova Scotia, CAN · 3/7 Shreveport, LA · 4/7 Indianapolis, IN
2/3 Los Angeles, CA · 3/9 New York, NY · 5/22 Chicago, IL

RES Restaurant Real Estate Site Selection and Market Feasability will cover the key principles of selecting sites for foodservice operations, including market structure, customer profiles, the physical features of sites and economic/financial consideration.

1/25-26 San Francisco, CA · 5/21-22 Chicago, IL

SAS Soups and Sauces focuses on items that are inexpensive and easily prepared, yet are distinctive and profitable menu additions. Instruction provides the techniques and principles upon which all soups and sauces are based.

3/14 Atlantic City, NJ · 4/19 Minneapolis, MN · 5/22 Chicago, IL
4/18 St. Louis, MO · 5/19 Savannah, GA · 6/13 Grand Rapids, MI

SST Server Sales Training is a low cost, effective way to grant proven sales techniques directly to the servers who will use them in your dining room. Two sessions each date, so both your lunch and dinner servers may attend.

1/27 Austin, TX · 3/24 Philadelphia, PA · 5/17 New York, NY
3/23 Washington, DC · 4/7 San Francisco, CA · 6/22 Boston, MA

TFT Tools for Training will help you build a solid employee training program. The techniques presented in this seminar have been tested in the dynamics of the foodservice environment. The program focuses on the why's and how-to's of training.

3/7 Gatlinburg, TN · 4/8 Ocean City, MD · 6/21 Austin, TX
3/9 Philadelphia, PA · 4/12 Tucson, AZ · 6/22 New Orleans, LA
4/6 Portland, ME · 5/22 Chicago, IL

WST Wine Server Training is a three hour program that wil equip servers with the essentials used to consciously and effectively sell wines to your guests. Attendees will learn about; the components of wine, varietal differences, and techniques and opportunitites to increase wine sales.

2/9 Philadelphia, PA · 4/13 Denver, CO · 6/21 Chicago, IL
2/11 Washington, DC · 5/5 Dallas, TX · 6/22 Cincinnati, OH
4/7 New York, NY

For information & registration, call:

1-800-424-5156

The Educational Foundation of the National Restaurant Association

January-March 1988 • Seminar Schedule

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					COVERS / SALES 1 — New Year's Day	COVERS / SALES 2
COVERS / SALES 3	COVERS / SALES 4	COVERS / SALES 5	COVERS / SALES 6	COVERS / SALES 7	COVERS / SALES 8	COVERS / SALES 9
COVERS / SALES 10	COVERS / SALES 11	COVERS / SALES 12	COVERS / SALES 13	COVERS / SALES 14	COVERS / SALES 15	COVERS / SALES 16
COVERS / SALES 17	COVERS / SALES 18 — Martin Luther King, Jr. Birthday Observed	COVERS / SALES 19	COVERS / SALES 20 COM-Washington, DC HIR-New York, NY OPC-New Orleans, LA PFT-Toronto, Ontario, CAN	COVERS / SALES 21 HIR-Philadelphia, PA KIM-Oakland, CA OPC-New Orleans, LA	COVERS / SALES 22 KIM-San Diego, CA PFT-Halifax, Nova Scotia, CAN	COVERS / SALES 23
COVERS / SALES 24	COVERS / SALES 25 — Independent Foodservice Operator's Conference, Miami Beach, FL BUF-Chicago, IL DRM-Washington, DC RES-San Francisco, CA	COVERS / SALES 26 RES-San Francisco, CA	COVERS / SALES 27 DRM-Dallas, TX MEN-Ventura, CA SST-Austin, TX	COVERS / SALES 28 INC-Oklahoma City, OK MEN-Newport Beach, CA	COVERS / SALES 29	COVERS / SALES 30
COVERS / SALES 31 — Super Bowl Sunday	COVERS / SALES 1 — FEBRUARY	COVERS / SALES 2 FCM-Jacksonville, FL	COVERS / SALES 3 FCM-Tampa, FL PFT-Los Angeles, CA	COVERS / SALES 4 PFT-Anaheim, CA	COVERS / SALES 5	COVERS / SALES 6
COVERS / SALES 7	COVERS / SALES 8 BUF-Detroit, MI KIM-Seattle, WA	COVERS / SALES 9 DRM-Rosemont, IL WST-Philadelphia, PA	COVERS / SALES 10 BAR-San Diego, CA PCS-Cleveland, OH	COVERS / SALES 11 BAR-San Diego, CA DRM-Toronto, Ontario, CAN WST-Washington, DC	COVERS / SALES 12 — Lincoln's Birthday	COVERS / SALES 13
COVERS / SALES 14 — St. Valentine's Day	COVERS / SALES 15 — Washington's Birthday	COVERS / SALES 16	COVERS / SALES 17 OPC-New York, NY	COVERS / SALES 18 OPC-New York, NY	COVERS / SALES 19	COVERS / SALES 20
COVERS / SALES 21	COVERS / SALES 22 DES-Louisville, KY KIM-Wilmington, DE MOT-Vancouver, B.C., CAN	COVERS / SALES 23 DES-Louisville, KY DRM-San Francisco, CA	COVERS / SALES 24 BAR-Charlotte, NC DPR-Portland, OR DRM-Anaheim, CA MOT-Saskatoon, Sask., CAN	COVERS / SALES 25 BAR-Charlotte, NC DPR-Seattle, WA INC-San Diego, CA	COVERS / SALES 26 MOT-Winnipeg, Manitoba, CAN	COVERS / SALES 27
COVERS / SALES 28	COVERS / SALES 29	COVERS / SALES 1 MARCH	COVERS / SALES 2 DRM-New York, NY	COVERS / SALES 3 DRM-Nassau, NY	COVERS / SALES 4	COVERS / SALES 5
COVERS / SALES 6	COVERS / SALES 7 DRM-Burlington, VT INC-Washington, DC KIM-Rosemont, IL PFT-Shreveport, LA TFT-Gatlinburg, TN	COVERS / SALES 8 MEN-Toronto, Ontario, CAN KIM-Portland, ME	COVERS / SALES 9 — National Conference on Computers in Foodservice, Orlando, FL DRM-Orlando, FL OPA-Atlanta, GA PFT-New York, NY TFT-Philadelphia, PA	COVERS / SALES 10 OPA-Atlanta, GA	COVERS / SALES 11	COVERS / SALES 12
COVERS / SALES 13	COVERS / SALES 14 FCM-Los Angeles, CA SAS-Atlantic City, NJ	COVERS / SALES 15 DRM-Rochester, NY	COVERS / SALES 16 BAQ-Pittsfield, MA	COVERS / SALES 17 — St. Patrick's Day OPC-Denver, CO	COVERS / SALES 18 BAQ-Seattle, WA OPC-Denver, CO	COVERS / SALES 19
COVERS / SALES 20	COVERS / SALES 21	COVERS / SALES 22 MOT-Boston, MA OPC-Minneapolis, MN	COVERS / SALES 23 BAQ-Calgary, Alberta, CAN MOT-Hartford, CT OPC-Minneapolis, MN SST-Washington, DC	COVERS / SALES 24 DES-Phoenix, AZ SST-Philadelphia, PA	COVERS / SALES 25 BAQ-Winnipeg, Manitoba, CAN DES-Phoenix, AZ	COVERS / SALES 26
COVERS / SALES 27 — Palm Sunday	COVERS / SALES 28 — National Conference on Strategies for Restaurant Growth, Los Angeles, CA KIM-Tampa, FL PCS-Riverside, CA	COVERS / SALES 29 PCS-San Diego, CA	COVERS / SALES 30	COVERS / SALES 31		

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4/26 Atlanta, GA

INC Increasing Sales attendees will be able to analyze and assess their present service style in relation to current service trends. Specific opportunities and methods for improving sales in the dining room will be addressed. Attendees will examine the sequence of service, merchandising techniques, sales incentives, motivation and more.

1/28 Oklahoma City, OK · 4/14 Wilmington, DE · 5/22 Chicago, IL
2/25 San Diego, CA · 5/19 Hartford, CT · 6/21 Burlington, VT
3/7 Washington, DC

KIM Kitchen Management is a comprehensive program on the basics of kitchen management, this seminar presents money-saving techniques for improving efficiency and productivity. The focus includes:

- Purchasing and receiving
- Maintaining food quality
- Food cost
- Food production & preparation
- Effective management techniques

1/21 Oakland, CA · 4/11 New Orleans, LA · 5/4 Detroit, MI
1/22 San Diego, CA · 4/12 Atlanta, GA · 5/5 Pittsburgh, PA
2/8 Seattle, WA · 4/14 Honolulu, HI · 5/21 Chicago, IL
2/22 Wilmington, DE · 4/18 Houston, TX · 6/6 Boston, MA
3/7 Rosemont, IL · 4/19 Phoenix, AZ · 6/7 Albany, NY
3/8 Portland, ME · 4/20 Boise, ID · 6/13 Washington, DC
3/28 Tampa, FL

MEN Menus that Sell! covers all the elements for developing a successful menu–a restaurant's number-one sales and marketing tool. From identifying poor performers and adding new money-making items to designing and laying out an effective menu, this practical program will help you take full advantage of your menu.

1/27 Ventura, CA · 4/21 Bethesda, MD · 5/21 Chicago, IL
1/28 Newport Beach, CA · 5/3 Covington, KY · 6/16 Columbia, SC

MOT Employee Motivation instructs you how to hire motivated employees from the outset as well as how to use practical incentive programs, team building exercises and employee work groups to further motivate employees in the operation.

2/22 Vancouver, B.C., CAN · 3/22 Boston, MA · 5/21 Chicago, IL
2/24 Saskatoon, Sask., CAN · 3/23 Hartford, CT · 5/24 Omaha, NE
2/26 Winnipeg, Manitoba, CAN

MRT Planning and Implementing a Restaurant Marketing Strategy focuses on the basics of restaurant marketing for increasing profit in the operation by increasing new and repeat customer trade, minimizing the risk involved with expansion as well as anticipating and resolving problems that threaten sales, growth or profits.

4/5-6 San Diego, CA · 5/21-22 Chicago, IL

OPA Operational Analysis is designed to provide specific, in-depth procedures for examining your restaurant business objectively and comparing that operation to the entire foodservice industry. The course covers both finance and management analysis to help restaurateurs identify the strengths, weaknesses and potential of their operation.

3/9-10 Atlanta, GA · 4/6-7 Portland, OR · 5/21-22 Chicago, IL

OPC Off-Premises Catering offers a complete guide to the essentials of a catering business, as well as an analysis of the common pitfalls. Focus includes: analyzing the potential market, developing new business, menu development, selecting foodservice style, developing a good cost program, production and handling, on-site staff, current trends and "signature foods."

1/20-21 New Orleans, LA · 3/22-23 Minneapolis, MN · 5/3-4 Baltimore, MD
2/17-18 New York, NY · 4/13-14 Westchester, NY · 5/21-22 Chicago, IL
3/17-18 Denver, CO

PCS Perfecting Your Culinary Skills combines lecture with demonstration to instruct attendees in the fundamentals of cooking techniques that improve food quality while lowering costs. Recommended as an introduction for kitchen assistants, line cooks and chefs.

2/10 Cleveland, OH · 3/28 Riverside, CA · 3/29 San Diego, CA

PFT Profitability offers all restaurant personnel with cost center accountability a blueprint for improving profits at the unit level. Profitability introduces a variety of practical and innovative operating systems, management techniques and cost control tips that can be immediately implemented in your restaurant.

1/20 Toronto, Ontario, CAN · 2/4 Anaheim, CA · 4/6 Lexington, KY
1/22 Halifax, Nova Scotia, CAN · 3/7 Shreveport, LA · 4/7 Indianapolis, IN
2/3 Los Angeles, CA · 3/9 New York, NY · 5/22 Chicago, IL

RES Restaurant Real Estate Site Selection and Market Feasability will cover the key principles of selecting sites for foodservice operations, including market structure, customer profiles, the physical features of sites and economic/financial consideration.

1/25-26 San Francisco, CA · 5/21-22 Chicago, IL

SAS Soups and Sauces focuses on items that are inexpensive and easily prepared, yet are distinctive and profitable menu additions. Instruction provides the techniques and principles upon which all soups and sauces are based.

3/14 Atlantic City, NJ · 4/19 Minneapolis, MN · 5/22 Chicago, IL
4/18 St. Louis, MO · 5/19 Savannah, GA · 6/13 Grand Rapids, MI

SST Server Sales Training is a low cost, effective way to grant proven sales techniques directly to the servers who will use them in your dining room. Two sessions each date, so both your lunch and dinner servers may attend.

1/27 Austin, TX · 3/24 Philadelphia, PA · 5/17 New York, NY
3/23 Washington, DC · 4/7 San Francisco, CA · 6/22 Boston, MA

TFT Tools for Training will help you build a solid employee training program. The techniques presented in this seminar have been tested in the dynamics of the foodservice environment. The program focuses on the why's and how-to's of training.

3/7 Gatlinburg, TN · 4/8 Ocean City, MD · 6/21 Austin, TX
3/9 Philadelphia, PA · 4/12 Tucson, AZ · 6/22 New Orleans, LA
4/6 Portland, ME · 5/22 Chicago, IL

WST Wine Server Training is a three hour program that wil equip servers with the essentials used to confidently and effectively sell wines to your guests. Attendees will learn about; the components of wine, varietal differences, and techniques and opportunitites to increase wine sales.

2/9 Philadelphia, PA · 4/13 Denver, CO · 6/21 Chicago, IL
2/11 Washington, DC · 5/5 Dallas, TX · 6/22 Cincinnati, OH
4/7 New York, NY

For information & registration, call:

1-800-424-5156

The Educational Foundation of the National Restaurant Association

April-June 1988 • Seminar Schedule

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					COVERS / SALES 1 Good Friday	COVERS / SALES 2 Passover
COVERS / SALES 3 Easter	COVERS / SALES 4	COVERS / SALES 5 MRT-San Diego, CA	COVERS / SALES 6 MRT-San Diego, CA OPA-Portland, OR PFT-Lexington, KY TFT-Portland, ME	COVERS / SALES 7 OPA-Portland, OR PFT-Indianapolis, IN SST-San Francisco, CA WST-New York, NY	COVERS / SALES 8 TFT-Ocean City, MD	COVERS / SALES 9
COVERS / SALES 10	COVERS / SALES 11 KIM-New Orleans, LA	COVERS / SALES 12 BAR-Norfolk, VA DRM-Pittsburgh, PA KIM-Atlanta, GA TFT-Tucson, AZ	COVERS / SALES 13 BAR-Norfolk, VA DES-Columbus, OH OPC-Westchester, NY WST-Denver, CO	COVERS / SALES 14 DES-Columbus, OH INC-Wilmington, DE KIM-Honolulu, HI OPC-Westchester, NY	COVERS / SALES 15	COVERS / SALES 16
COVERS / SALES 17	COVERS / SALES 18 KIM-Houston, TX SAS-St. Louis, MO	COVERS / SALES 19 KIM-Phoenix, AZ SAS-Minneapolis, MN	COVERS / SALES 20 BAQ-Tampa, FL DPR-Nassau, NY KIM-Boise, ID	COVERS / SALES 21 BAQ-Newark, NJ DPR-Providence, RI MEN-Bethesda, MD	COVERS / SALES 22	COVERS / SALES 23
COVERS / SALES 24	COVERS / SALES 25 BUF-Riverside, CA	COVERS / SALES 26 BUF-Long Beach, CA DRM-Boston, MA HIR-Atlanta, GA	COVERS / SALES 27 DRM-Albany, NY HIR-Orlando, FL	COVERS / SALES 28	COVERS / SALES 29	COVERS / SALES 30
COVERS / SALES 1 MAY	COVERS / SALES 2 DRM-Norfolk, VA	COVERS / SALES 3 DRM-Atlanta, GA MEN-Covington, KY OPC-Baltimore, MD	COVERS / SALES 4 KIM-Detroit, MI OPC-Baltimore, MD	COVERS / SALES 5 KIM-Pittsburgh, PA WST-Dallas, TX	COVERS / SALES 6	COVERS / SALES 7
COVERS / SALES 8 Mother's Day	COVERS / SALES 9	COVERS / SALES 10 DRM-Wilmington, DE	COVERS / SALES 11 HIR-San Francisco, CA	COVERS / SALES 12 HIR-San Diego, CA	COVERS / SALES 13	COVERS / SALES 14
COVERS / SALES 15	COVERS / SALES 16	COVERS / SALES 17 SST-New York, NY	COVERS / SALES 18	COVERS / SALES 19 INC-Hartford, CT SAS-Savannah, GA	COVERS / SALES 20	COVERS / SALES 21 NRA Show, Chicago, IL BAR KIM NEG BUF MEN OPA DES MOT OPC DRM MRT RES
COVERS / SALES 22 NRA Show, Chicago, IL BAR DES MRT OPC FCM NEG RES HIR OPA SAS INC PFT TFT	COVERS / SALES 23 NRA Show, Chicago, IL	COVERS / SALES 24 NRA Show, Chicago, IL MOT-Omaha, NE	COVERS / SALES 25 NRA Show, Chicago, IL	COVERS / SALES 26	COVERS / SALES 27	COVERS / SALES 28
COVERS / SALES 29	COVERS / SALES 30 Memorial Day	COVERS / SALES 31	COVERS / SALES 1 JUNE	COVERS / SALES 2	COVERS / SALES 3	COVERS / SALES 4
COVERS / SALES 5	COVERS / SALES 6 KIM-Boston, MA	COVERS / SALES 7 BAQ-Houston, TX KIM-Albany, NY	COVERS / SALES 8 BAQ-Dallas, TX DPR-Tysons Corner, VA	COVERS / SALES 9 DPR-Baltimore, MD	COVERS / SALES 10	COVERS / SALES 11
COVERS / SALES 12	COVERS / SALES 13 KIM-Washington, DC SAS-Grand Rapids, MI	COVERS / SALES 14 Flag Day DPR-Pittsburgh, PA DRM-Los Angeles, CA	COVERS / SALES 15 DRM-Riverside, CA	COVERS / SALES 16 MEN-Columbia, SC	COVERS / SALES 17	COVERS / SALES 18
COVERS / SALES 19 Father's Day	COVERS / SALES 20	COVERS / SALES 21 INC-Burlington, VT TFT-Austin, TX WST-Chicago, IL	COVERS / SALES 22 SST-Boston, MA TFT-New Orleans, LA WST-Cincinnati, OH	COVERS / SALES 23	COVERS / SALES 24	COVERS / SALES 25
COVERS / SALES 26	COVERS / SALES 27	COVERS / SALES 28 BAR-San Francisco, CA DRM-Portland, OR	COVERS / SALES 29 BAR-San Francisco, CA DRM-Seattle, WA	COVERS / SALES 30		